

1981 Compensation Survey of Educational & Professional Associations



McManis Associates, Inc.

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**1981 COMPENSATION SURVEY
of
EDUCATIONAL AND PROFESSIONAL ASSOCIATIONS**

ABOUT McMANIS ASSOCIATES

McManis Associates, Inc. is a general management and research consulting firm located in Washington, D.C. Currently, the firm has a staff of over 50 professionals. Since its founding in 1964, McManis Associates has served a wide range of client organizations: professional, educational and trade associations, foundations, colleges, universities, government agencies, and businesses in commerce and industry.

McManis Associates is nationally recognized for its work with associations. The staff at McManis has provided consulting services to associations in the areas of management and organizational analysis, management and financial systems, strategic planning, personnel administration, compensation surveys, salary administration systems, relocation planning, board and staff orientation and development seminars, membership surveys and membership development, and executive recruiting.

This compensation survey is the latest in a series of surveys which McManis Associates began conducting in 1972 as a result of its work with educational and professional associations. The survey has been an annual project of the firm since 1979.

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INTRODUCTION

This report presents the results of the 1981 Compensation Survey of Educational and Professional Associations conducted by McManis Associates, Inc. The unique services which professional associations perform make it difficult if not inappropriate to compare their staffing needs and levels with those in private industry, government, or for that matter, the professions they serve. This survey report seeks to provide a meaningful benchmark for comparing compensation and benefits among educational and professional associations.

In 1981, three hundred and eight educational and professional associations responded, supplying salary data for 46 positions and information on non-salary benefits like insurance, leave policy, holidays and length of work week. (Five additional associations responded too late to be included in the analysis.) We believe the inclusion of specific salary medians for administrative, program and publications positions make this year's report more useful than previous ones.

The survey's results are organized as follows:

- I. *Profile of Respondents.* Basic facts about the organizations participating in the survey.
- II. *Compensation Program.* General features of the policies and methods which associations apply to personnel compensation.
- III. *Salaries.* Detailed statistics on the distribution of salary ranges and median salaries for positions commonly found on professional association staffs.
- IV. *Benefits.* The type and levels of non-salary compensation provided to association employees.

The tables which present the data in each section have been designed for clarity and consistency. Both the actual number and the percentage of responses have been included for each salary range. Actual numbers show how many associations are encompassed by a certain category, percentages allow comparison among categories. The median salary for each position, by organizational budget size and geographic location, permits a more specific comparison.

Employee compensation in educational and professional associations continues to become increasingly sophisticated. As budget and staff sizes grow, associations must upgrade their salary and benefit packages as well. Simple salary reviews and benefit schemes no longer suffice; compensation must be administered systematically with a clear focus upon the total salary and non-salary package. Effective management of a complex compensation program requires up-to-date knowledge of the total compensation packages which other associations provide.

For that reason, this report goes beyond a simple presentation of statistics to analyze what various results mean for an overall compensation program. The purpose throughout this study is to facilitate comparison of the ways in which professional associations remunerate employees. Figures on salaries and benefits are, of course, the most fundamental item in that comparison. But accurate comparison must also include information on the type of compensation program and on the trends implicit in the data. Much of the text in this report seeks to provide that information. Inquiries about this survey or about the ways in which associations can upgrade their own compensation or management programs can be directed to Association Division, McManis Associations, Inc., 1201 Connecticut Avenue, Washington, D.C. 20036.

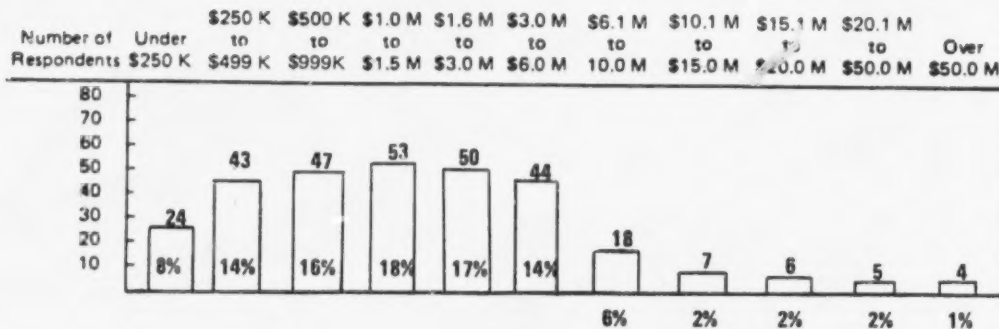
SECTION I.
PROFILE OF RESPONDENTS

I. PROFILE OF RESPONDENTS

The 308 respondents to this year's survey represent a broad spectrum of educational and professional associations. The characteristics profiled in this brief section demonstrate that diversity, indicating the wide range of associations for which the results of this survey are applicable.

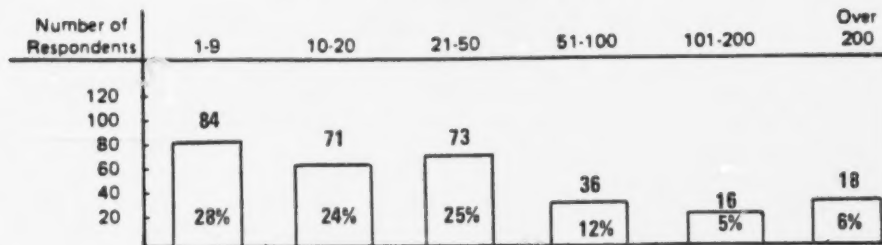
Annual operating budgets ranged from \$250,000 to over \$50 million. *Table I-1* presents the distribution of responding associations according to 11 categories of annual operating budget size. Last year, over half of the associations reported budgets between \$500,000 and \$3.0 million per year. This year, 51% fell in that range. The number of associations with budgets under \$500,000 decreased slightly (from 28% to 22%) and those with budgets over \$3.0 million increased from 21% to 28%.

TABLE I-1
SIZE OF ANNUAL OPERATING BUDGET



The distribution of full-time staff is shown in *Table I-2*. Over half of the respondents employ full-time staffs of 20 employees or less. Not surprisingly, these smaller staffs tend to be employed in associations with smaller budgets of \$1.0 million or less. Conversely, the associations employing more than 50 people full-time have an operating budget of \$1.5 million or more. So breaking the survey's results down according to staff size would be redundant with a breakdown according to budget size. Since Table I-1 provides a better distribution than Table I-2, this analysis will concentrate upon budget size.

TABLE 1-2
NUMBER OF FULL-TIME STAFFERS



Two-thirds of the responding associations employed part-time staff (see *Table I-3*), but the number of part-timers does not vary greatly. Seventy-four percent of the associations with part-time personnel employed only five or less. Those hiring more than five tended to be somewhat larger, but there was no clear relation between budget size and the decision to employ part-time staff. In smaller associations, budget constraints probably dictate that many basic functions be handled on a part-time basis. In larger associations, part-time employees probably carry out very specialized assignments. Thus, small-budget associations are just as likely to have part-time staff as are those with large budgets.

TABLE 1-3
NUMBER OF PART-TIME STAFFERS

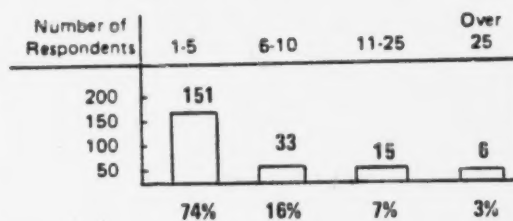
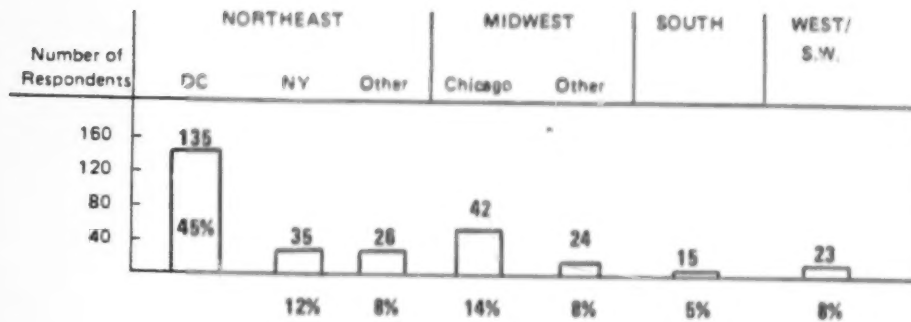


Table I-4 shows the geographical distribution of associations in the survey. Almost one-half of them are headquartered in Washington, D.C. As a result, a subsection of this report concentrates upon salary ranges in the Washington metropolitan area.

TABLE I-4

HEADQUARTERS LOCATION



The types of memberships offered by responding associations are detailed in *Table I-5*. Most associations represent individual members only or a combination of individuals and institutions. There is no clear tendency for membership type to vary according to budget size or any other variable in the survey.

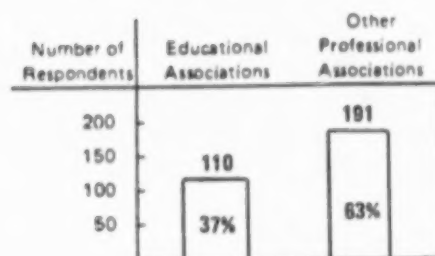
TABLE I-5

TYPE OF MEMBERSHIP



To further characterize the respondents, *Table I-6* divides them into the two categories of this survey, educational and professional. The applicability of these data is validated by the large response by each type of association.

TABLE I-6
TYPE OF PROFESSION



In summary, the professional associations which constitute the data base for this year's compensation survey vary widely in characteristics. But some trends stand out. Budget size clusters in the range between \$250,000 and \$6.0 million. Most association staffs are not very large; around 23% employ more than 50 people. A few part-time employees are commonly retained in associations of all sizes. Respondents are headquartered throughout the United States, although they locate most frequently in Washington, D.C., Chicago and New York respectively. Budget size and headquarters location will be the most important variables in analyzing different salaries and benefits.

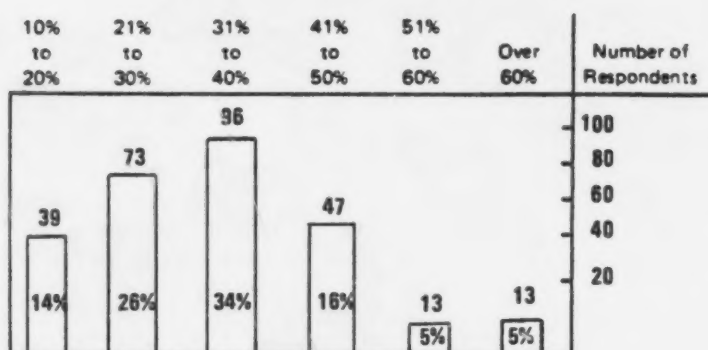
SECTION II.
COMPENSATION PROGRAM

II. COMPENSATION PROGRAM

The growing need for systematic compensation programs in educational and professional associations is underscored by *Table II-1*. Nearly two-thirds of all associations in the survey allocate more than 30% of their expenditures to personnel. The median level of personnel costs as a percentage of total budget was between 30% and 40% for every budget category. Employee compensation represents a major expenditure in associations of all sizes; this section outlines some basic elements of the programs which associations have implemented to manage those expenditures more effectively.

TABLE II-1

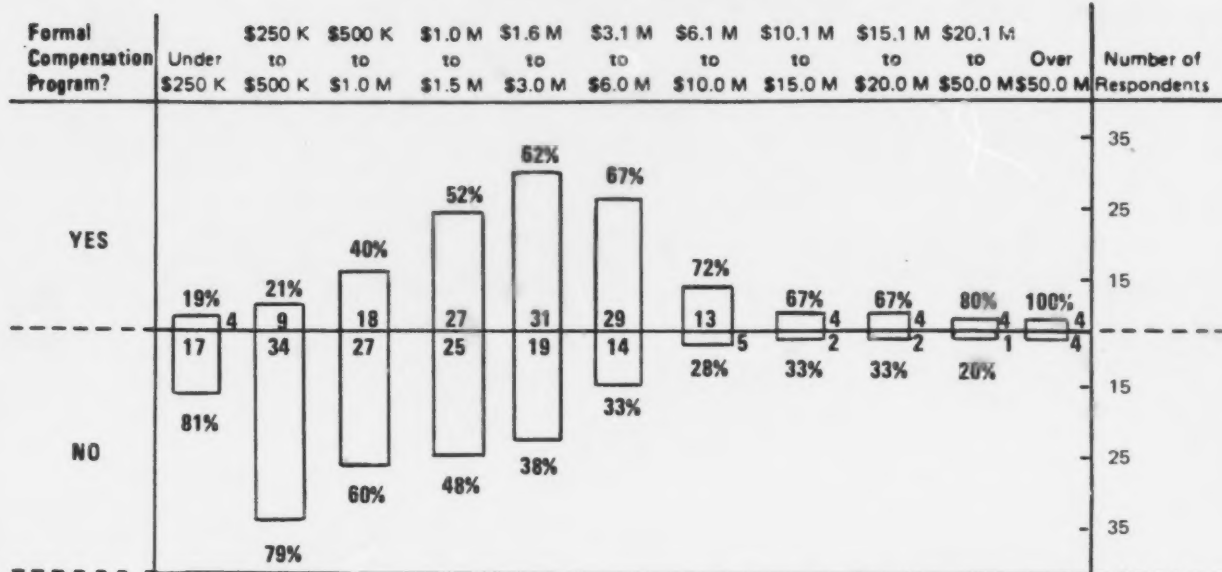
PERSONNEL COSTS AS PERCENTAGE OF TOTAL OPERATING BUDGET



The percentage of associations that reported having formal compensation programs in this year's survey was more than in last year's study. *Table II-2* shows the number and percentage of associations with formal programs according to budget size. Logically, associations with larger budgets are more likely to have a formal program for employee compensation. Except for those organizations with budgets of \$500K or less, there was a general increase of the percentage having formal programs.

TABLE II-2

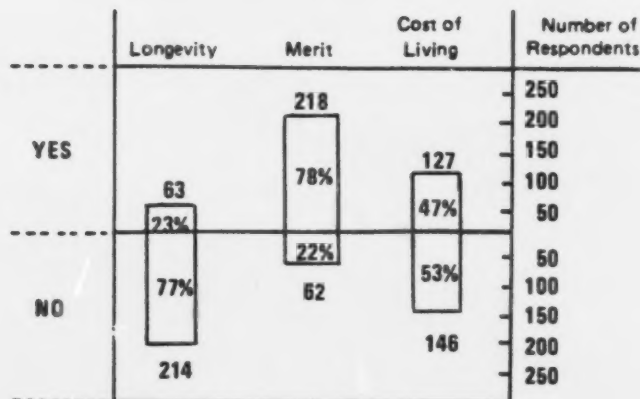
SIZE OF ANNUAL OPERATING BUDGET



The criteria that are frequently used in salary reviews under a formal compensation program are presented in *Table II-3*. The graphs show the frequency with which associations consider merit, longevity and cost of living in determining salary increases. Most associations cited merit as a formal consideration. Close to half incorporate cost of living increases and a relatively small percentage (23%) include longevity as a salary criteria.

TABLE II-3

DOES SALARY SCHEDULE PROVIDE INCREASES FOR:



The two criteria that are utilized most frequently, merit and cost of living, are detailed in *Tables II-4* and *II-5*, respectively. Nearly three-fourths of the associations granted cost of living increases between 6% and 10%; increases greater than 10% were reported by 11% of the respondents.

TABLE II-4

COST OF LIVING INCREASES

AMOUNT GIVEN DURING
LAST FISCAL YEAR

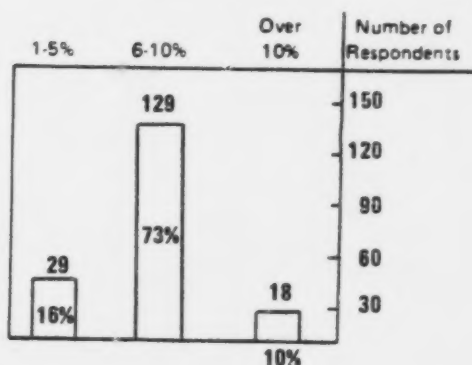
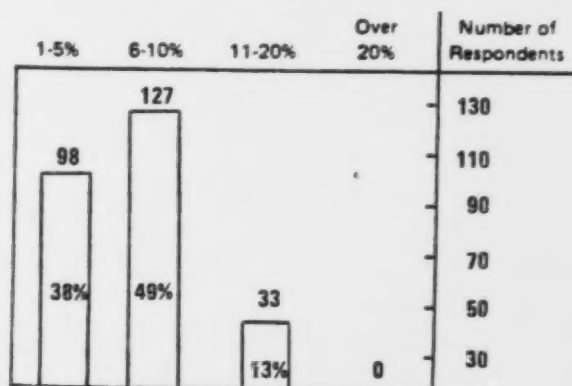


TABLE II-5

MERIT INCREASES

AMOUNT GIVEN DURING
LAST FISCAL YEAR



In summary, a greater percentage of this year's respondents have formal compensation programs, which reflects the increasing importance of compensation issues to effective personnel management in associations. As was shown by Table II-2, all the associations with budgets of \$1.0 million or more recognize by over 50%, the benefit of systematic management of employee compensation. Furthermore, the strong emphasis upon merit increases suggests a general recognition of the motivation formal compensation programs can provide when based upon the appropriate criteria.

SECTION III.

SALARIES

III. SALARIES

This section presents the salary ranges for 46 executive, program and support positions commonly found on association staffs. Salary data is presented in a separate table for each position. A description of functions and responsibilities precedes each table and is the same as those that appeared in the survey questionnaire.

The range of salaries is quite broad, due in large part to the wide disparity in association characteristics. To use this salary data effectively, an association must be able to compare its salaries with a cohort similar to it in some basic trait. Section I developed the two characteristics most appropriate to use in this study—size and location. So these tables present salary range data according to the amount of an association's annual budget and according to the city or geographical region in which its operations are headquartered.

Effective comparison also requires data that is detailed and presented clearly. This section's tables are designed to show salary statistics for various positions in a consistent format. The range of salary levels is distributed horizontally for each category. (These warrant special attention since salary parameters change from position to position.) The *categories* (budget size or headquarters location) are identified down the left-hand column. At the intersection of the desired category and salary level (for example, budget \$1.0 to \$1.5M and salary \$36K to \$40K), is a block which contains a diagonal line. The figure to the left of the diagonal is the number of respondents. That same number is expressed to the right of the diagonal as a percentage of the total number of respondents in that category. The block to the far right of the table shows two figures. The one on the top represents the total number of respondents for each budget category. The figure at the bottom shows the specific salary median for administrative, program and publications positions.

Specific results on salary compensation for particular positions should be apparent from a review of the tables themselves. Still, some more general trends which emerge from these data on association salaries are not as self-evident and need to be emphasized. These include:

- *Salaries paid to top-level executives ranged most widely. Even within the same budget categories, some chief administrative officers (CAO) earned four times as much as some of their counterparts. For this reason, it is important to evaluate the specific role and responsibilities of the chief administrative officer in determining the appropriate salary and total compensation level. There are a number of factors which are usually significant: Does the CAO serve as the primary spokesperson for the association? Is the CAO a dominant figure in the profession? Does the CAO play an important role in government relations? Answers to questions such as these often determine the "value" of the CAO and thus his/her salary.*

Other positions for which salary levels were most disparate were deputy chief administrators (under \$30K to over \$70K), chief business officers (under \$20K to over \$55K) and government relations directors (under

\$25K to over \$55K). Taken together, these are the staff positions where unique personal abilities and experience can be most important; compensation varies accordingly.

- Budget size has the largest effect upon compensation for on-line managerial positions. Salaries for chief and deputy chief administrators, chief business officers, chief publications officers, public relations directors, computer services managers, accounting managers and chief administrative services officers increased most rapidly between smaller and larger associations.

These are positions with responsibilities which are clearly related to organizational size. Managing a larger data base, handling a bigger budget or administering more operations are duties which require higher-paid individuals for effective performance.

- Conversely, salaries for program and support positions differ much less with budget size. Editorial assistants, accountants, administrative assistants, program specialists, and librarians are not paid dramatically more in associations with large budgets than they are in associations with smaller ones.

With the exception of the legal counsel position, median salaries for men were consistently higher than those for women in similar positions. The average difference in compensation between men and women is 34%, with the largest discrepancies at the top management level (salaries over \$40,000) and the smallest differences in the lower level positions (below \$20,000). *Table III-1* illustrates the percentage of difference between the median compensation for men and women according to salary levels.

TABLE III-1

Annual Salary Level	Over \$40,000	\$30,000–39,000	\$25,000–29,000	\$20,000–24,999	Below \$20,000
% difference between median salaries for men and women	55.1%	40.0%	38.1%	28.6%	4.6%

Interestingly, the analysis of the survey response shows that in those positions filled primarily by women (librarian, editor, etc.) men still earn a larger salary on the average. The median salary for men in those positions is 26% higher than the median salary for women. But this difference is less than that for the positions occupied primarily by men; in those positions males earn an average of 42.9% more (chief administrative officer, chief finance officer, etc.). *Table III-2* shows a detailed listing by position of compensation levels for men and women and identifies the percentage of differences between their salaries.

TABLE III-2
MEDIAN SALARIES FOR MEN AND WOMEN

<u>Position</u>	<u>M</u>	<u>MEDIAN SALARY</u>		<u>% Diff.</u>
		<u>W</u>		
CAO	54,625	36,600		49.2
Deputy CAO	42,500	25,800		64.7
Chief Business Officer	29,715	22,375		32.8
Chief Finance Officer	35,000	23,000		52.3
Account Manager	26,700	19,150		39.4
Accountant	20,400	16,000		27.5
Chief Adm. Serv. Officer	42,000	25,800		64.7
Office Manager	21,500	16,625		29.3
Personnel Director	27,054	20,000		35.3
Director of Membership Records	23,000	16,500		39.4
Computer Services Manager	28,250	20,500		37.8
Computer Programmer	24,500	17,000		44.1
Chief Programming Officer	40,383	28,500		41.7
Director of Research	37,000	28,580		29.5
Legal Council	40,000	41,000		-2.5
Director of Government Relations	38,456	27,500		39.8
Coordinator of Grants	34,063	26,450		28.8
Program Specialist	29,000	22,573		28.5
Program Assistant	16,830	16,803		0.2
Librarian	20,753	17,292		20
Director of Membership Services	31,000	22,940		35.1
Director of Public Relations	34,000	23,283		46
Conference Director	34,618	23,000		50.5
Conference Coordinator	21,000	18,000		16.7
Chief Publications Officer	35,219	25,525		38
Editorial Manager	24,000	19,500		23.1
Editor	27,250	21,000		29.8
Assist. Editor/Editorial Assistant	17,600/12,700	15,178/13,000		16.1/-2.4
Manager, Advertising	26,000	16,950		53.4

CHIEF ADMINISTRATIVE OFFICER

Is the top paid executive of the association and is responsible for all operations and staff of the "headquarters" office and for representing the association in certain official capacities.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL										Total Response
	\$30K or Less	\$31K to \$40K	\$41K to \$50K	\$51K to \$60K	\$61K to \$70K	\$71K to \$80K	\$81K to \$90K	\$91K to \$100K	\$101K to \$110K	Over \$110K	Median Salary
Under \$500 K	23 35.8%	22 33.8%	13 20.0%	4 6.1%	3 4.6%						65 = 100% \$34,000
\$500 K to \$999 K		13 28.2%	18 39.1%	9 19.6%	5 10.9%		1 2.1%				46 = 100% \$45,000
\$1.0 M to \$1.5 M	1 1.9%	4 7.5%	20 37.8%	19 35.9%	5 9.4%	2 3.7%		1 1.9%		1 1.9%	53 = 100% \$53,000
\$1.6 M to \$3.0 M	1 2.0%	3 6.0%	14 28.0%	14 28.0%	10 20.0%	4 8.0%	2 4.0%	2 4.0%			50 = 100% \$55,000
\$3.1 M to \$6.0 M		1 2.2%	5 11.3%	10 22.8%	13 29.5%	5 11.3%	6 13.6%	4 9.0%			44 = 100% \$65,000
\$6.1 M to \$10 M				5 29.4%	4 23.5%	4 23.5%	1 5.0%		1 5.0%	2 11.7%	17 = 100% \$73,477
Over \$10 M				1 5.0%		6 30.0%	4 20.0%	1 5.0%	2 10.0%	6 30.0%	20 = 100% \$87,000

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL										Total Response
	\$30K or Less	\$31K to \$40K	\$41K to \$50K	\$51K to \$60K	\$61K to \$70K	\$71K to \$80K	\$81K to \$90K	\$91K to \$100K	\$101K to \$110K	Over \$110K	Median Salary
Washington, D.C.	4 3.0%	17 12.8%	37 27.8%	29 21.8%	19 14.2%	13 9.8%	6 4.5%	2 1.5%	1 .75%	5 3.7%	133 = 100% \$53,241
New York	4 12.1%	1 3.0%	5 15.1%	4 12.1%	6 18.1%	4 12.1%	4 12.1%	2 6.0%	1 3.0%	2 6.0%	33 = 100% \$63,000
Other Northeast/ South	7 17.0%	9 21.2%	10 24.3%	6 14.6%	6 14.6%	1 2.4%	1 2.4%		1 2.4%		41 = 100% \$48,000
Chicago	1 2.5%	8 20.0%	8 20.0%	9 22.5%	4 10.0%	1 2.5%	3 7.5%	4 10.0%		2 5.0%	40 = 100% \$55,000
Other Midwest	6 25.0%	1 4.2%	5 20.8%	10 41.7%	2 8.3%						24 = 100% \$48,750
West/Southwest	3 13.0%	7 30.4%	5 21.7%	3 13.0%	3 13.0%	2 8.7%					23 = 100% \$41,600

DEPUTY CHIEF ADMINISTRATIVE OFFICER

Serves in a 1-over-1 position with the Chief Administrative Officer and is essentially responsible for ongoing management of the association or serves as officer in charge in the absence of the CAO and is assigned responsibility for particular administrative or program area(s). May sometimes be called Associate Executive Director, etc.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$30K or Less	\$31K to \$35K	\$36K to 40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$55K	\$56K to \$60K	\$61K to \$65K	\$66K to \$70K	Over \$70K	Total Response
											Median Salary
Under \$500 K	25	2	1		1						29 = 100%
	86.2%	6.9%	3.4%		3.4%						\$21,500
\$500 K to \$999 K	15	3	8	1	1		1				29 = 100%
	51.7%	10.3%	27.6%	3.4%	3.4%		3.4%				\$30,000
\$1.0 M to \$1.5 M	10	5	5		6					1	27 = 100%
	37.0%	18.5%	18.5%		22.2%					3.7%	\$35,000
\$1.6 M to \$3.0 M		3	4	6	4	1	1				19 = 100%
		15.8%	21.1%	31.6%	21.1%	5.3%	5.3%				\$41,500
\$3.1 M to \$6.0 M	1	1	2	6	5	2	2	1		1	21 = 100%
	4.8%	4.8%	9.5%	28.6%	23.8%	9.5%	9.5%	4.8%		4.8%	\$45,500
\$6.1 M to \$10 M			1	1	3		5			2	12 = 100%
			8.3%	8.3%	25.0%		41.7%			16.7%	\$56,640
Over \$10 M					1		2	3	1	9	16 = 100%
					6.3%		12.5%	18.8%	6.3%	56.3%	\$70,500

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$30K or Less	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$55K	\$56K to \$60K	\$61K to \$65K	\$66K to \$70K	Over \$70K	Total Response
											Median Salary
Washington, D.C.	22	4	10	6	16	2	6	3		7	76 = 100%
	28.9%	5.3%	13.2%	7.9%	21.1%	2.6%	7.9%	3.9%		9.2%	\$41,000
New York	4	1	4	2	1	1	3			4	20 = 100%
	20.0%	5.0%	20.0%	10.0%	5.0%	5.0%	15.0%			20.0%	\$46,190
Other Northeast/ South	9	2	3	3	1				1		19 = 100%
	47.4%	10.5%	15.8%	15.8%	5.3%				5.3%		\$30,750
Chicago	6	4		2	1		1			2	16 = 100%
	37.5%	25.0%		12.5%	6.3%		6.3%			12.5%	\$35,000
Other Midwest	5	1	2	1							9 = 100%
	55.6%	11.1%	22.2%	11.1%							\$35,000
West/Southwest	6		1		1		1	1			10 = 100%
	60.0%		10.0%		10.0%		10.0%	10.0%			\$27,330

CHIEF BUSINESS OFFICER

(Might be called Director of Finance and Administration, or might carry title such as Vice President)
Has responsibility for both financial management and administrative operations.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY RANGE

SIZE OF ANNUAL OPERATING BUDGET	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$55K	Over \$55K	Total Response
										Median Salary
Under \$500 K	9 60.0%	3 20.0%			1 6.7%			1 6.7%	1 6.7%	15 = 100% \$21,500
\$500 K to \$999 K	5 33.3%	3 20.0%		4 26.7%	1 6.7%	1 6.7%		1 6.7%		15 = 100% \$23,354
\$1.0 M to \$1.5 M	1 5.0%	2 10.0%	9 45.0%	4 20.0%	1 5.0%	2 10.0%	1 5.0%			20 = 100% \$30,560
\$1.6 M to \$3.0 M	1 3.3%	2 6.7%	9 30.0%	5 16.7%	3 10.0%	4 13.3%	3 10.1%	2 6.7%	1 3.3%	30 = 100% \$32,199
\$3.1 M to \$6.0 M			3 13.6%	4 18.2%	4 18.2%	7 31.8%	2 9.1%	1 4.5%	1 4.5%	22 = 100% \$40,450
\$6.1 M to \$10 M			1 11.1%		1 11.1%	1 11.1%	3 33.3%	1 11.1%	2 22.2%	9 = 100% \$48,000
Over \$10 M							1 7.7%	6 46.2%	6 46.2%	13 = 100% \$55,000

SALARY RANGE ACCORDING TO LOCATION

SALARY RANGE

SIZE OF ANNUAL OPERATING BUDGET	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$55K	Over \$55K	Total Response
										Median Salary
Washington, D.C.	9 13.2%	7 10.3%	16 23.5%	7 10.3%	8 11.8%	5 7.4%	7 10.3%	6 8.8%	3 4.4%	68 = 100% \$32,398
New York	1 6.3%	2 12.5%		1 6.3%	1 6.3%	3 18.8%	1 6.3%	4 25.0%	3 18.8%	16 = 100% \$47,300
Other Northeast/ South	1 7.1%		3 21.4%	4 28.6%	2 14.3%	2 14.3%			2 14.3%	14 = 100% \$34,750
Chicago	1 7.7%	1 7.7%		3 23.1%		3 23.1%	1 7.7%	2 15.4%	2 15.4%	13 = 100% \$34,000
Other Midwest	3 27.3%	1 9.1%	3 27.3%	2 18.2%		2 18.2%				11 = 100% \$28,560
West/Southwest	1 50.0%								1 50.0%	2 = 100% \$27,553

CHIEF FINANCE OFFICER

Serves as chief financial officer and is responsible for financial management and control and for overall supervision of financial staff. Does *not* have responsibility for all administrative services for the association.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$55K	Over \$55K	Total Response
										Median Salary
Under \$500 K	4 80.0%				1 20.0%					5 = 100% \$17,500
\$500 K to \$999 K	2 50.0%	1 25.0%	1 25.0%							4 = 100% \$20,152
\$1.0 M to \$1.5 M	3 25.0%	5 41.7%	3 25.0%	1 8.3%						12 = 100% \$25,321
\$1.6 M to \$3.0 M	1 6.7%	3 20.0%	5 33.3%	2 13.3%	3 20.0%	1 6.7%				15 = 100% \$28,000
\$3.1 M to \$6.0 M		2 11.8%	4 23.5%	4 23.5%	3 17.6%	2 11.8%	1 5.9%		1 5.9%	17 = 100% \$35,000
\$6.1 M to \$10 M			1 7.7%	4 30.8%	2 15.4%	4 30.8%		1 7.7%	1 7.7%	13 = 100% \$38,100
Over \$10 M			1 6.7%			6 40.0%	4 26.7%	2 13.3%	2 13.3%	15 = 100% \$45,250

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$55K	Over \$55K	Total Response
										Median Salary
Washington, D.C.	4 11.4%	6 17.1%	4 11.4%	7 20.0%	3 8.6%	5 14.3%	2 5.7%	3 8.6%	1 2.9%	35 = 100% \$32,970
New York			2 18.2%		3 27.3%	1 9.1%	3 27.3%		2 18.2%	11 = 100% \$40,750
Other Northeast/ South		1 11.1%	4 44.4%	2 22.2%		2 22.2%				9 = 100% \$32,400
Chicago	2 16.7%	2 16.7%		1 8.3%	2 16.7%	3 33.3%			1 8.3%	12 = 100% \$38,550
Other Midwest	1 20.0%	1 20.0%	1 20.0%		1 20.0%	1 20.0%				5 = 100% \$26,500
West/Southwest	3 33.3%	1 11.1%	4 44.4%	1 11.1%						9 = 100% \$27,553

ACCOUNTING MANAGER

Reports to the finance officer or the business officer if a finance officer does not exist. Is responsible for financial accounting and reporting and for supervision of the accounting staff.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$15K or Less		\$16K to \$20K		\$21K to \$25K		\$26K to \$30K		\$31K to \$35K		Over \$35K		Total Response	
														Median Salary	
Under \$500 K		1		3								1		5 = 100%	
		20.0%		60.0%								20.0%		\$17,000	
\$500 K to \$999 K		2		3		2								7 = 100%	
		28.6%		42.9%		28.6%								\$17,737	
\$1.0 M to \$1.5 M		4		5		1		1						11 = 100%	
		36.4%		45.5%		9.1%		9.1%						\$17,750	
\$1.6 M to \$3.0 M		1		7		11		4		1				24 = 100%	
		4.2%		29.2%		45.8%		16.7%		4.2%				\$22,483	
\$3.1 M to \$6.0 M		1		12		8		8		2		1		32 = 100%	
		3.1%		37.5%		25.0%		25.0%		6.3%		3.1%		\$22,500	
\$6.1 M to \$10 M				2		5		2		3		1		13 = 100%	
				15.4%		38.5%		15.4%		23.1%		7.7%		\$25,300	
Over \$10 M				2		1		4		7		5		19 = 100%	
				10.5%		5.3%		21.1%		36.8%		26.3%		\$33,200	

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$15K or Less		\$16K to \$20K		\$21K to \$25K		\$26K to \$30K		\$31K to \$35K		Over \$35K		Total Response	
														Median Salary	
Washington, D.C.		2		18		14		7		5		4		50 = 100%	
		4.0%		36.0%		28.0%		14.0%		10.0%		8.0%		\$21,074	
New York		1		1		6		3		2		3		16 = 100%	
		6.3%		6.3%		37.5%		18.8%		12.5%		18.8%		\$25,300	
Other Northeast South		1		6		2		2		4				15 = 100%	
		6.7%		40.0%		13.3%		13.3%		26.7%				\$24,000	
Chicago		1		6		5		5		1		1		19 = 100%	
		5.3%		31.8%		26.3%		26.3%		5.3%		5.3%		\$22,400	
Other Midwest		2		1				1		1				5 = 100%	
		40.0%		20.0%				20.0%		20.0%				\$18,958	
West/Southwest		2		2		1		1						6 = 100%	
		33.3%		33.3%		16.7%		16.7%						\$20,000	

ACCOUNTANT

Reports to the accounting manager or the finance officer if there is no accounting manager. Handles books, financial records, and day-to-day financial transactions.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$10K or Less	\$11K to \$15K	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$30K		Total Response
									Median Salary
Under \$500 K		8	5	5		1			19 = 100%
		42.1%	26.3%	26.3%		5.3%			\$15,575
\$500 K to \$999 K			13	5	2				20 = 100%
			65.0%	25.0%	10.0%				\$14,978
\$1.0 M to \$1.5 M			12	9	4				25 = 100%
			48.0%	36.0%	16.0%				\$16,775
\$1.6 M to \$3.0 M		1	10	10	1	1			23 = 100%
		4.3%	43.5%	43.5%	4.3%	4.3%			\$16,000
\$3.1 M to \$6.0 M			6	9	2		1		18 = 100%
			33.3%	50.0%	11.1%		5.6%		\$17,450
\$6.1 M to \$10 M			2	4	3				9 = 100%
			22.2%	44.4%	33.3%				\$20,000
Over \$10 M			1	3	8	2	2		16 = 100%
			6.3%	18.8%	50.0%	12.5%	12.5%		\$23,150

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$10K or Less	\$11K to \$15K	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$30K		Total Response
									Median Salary
Washington, D.C.		3	24	23	9	2	1		62 = 100%
		4.8%	38.7%	37.1%	14.5%	3.2%	1.6%		\$16,200
New York		1	4	3	6	2	2		18 = 100%
		5.6%	22.2%	16.7%	33.3%	11.1%	11.1%		\$21,000
Other Northeast South		1	9	2	3				15 = 100%
		5.3%	27.8%	6.7%	5.6%				\$14,500
Chicago			5	12	1				18 = 100%
			31.6%	26.3%	26.3%				\$17,000
Other Midwest		1	3	5					9 = 100%
		11.1%	33.3%	55.6%					\$16,850
West/Southwest		3	4		1				8 = 100%
		37.5%	50.0%		12.5%				\$12,750

CHIEF ADMINISTRATIVE SERVICES OFFICER

(May be executive-level position, often called Director of Administration or Director of Administrative Services). Is responsible for internal administrative operations. Ensures that administrative services are provided in the areas of personnel, space, equipment, supplies, facilities, support services, etc. Does *not* have responsibility for the finances of the association. May have responsibility for data processing and membership records functions.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	Over \$50K	Total Response
									Median Salary
Under \$500 K	4 66.7%	2 33.3%							6 = 100% \$19,000
\$500 K to \$999 K	5 50.0%	2 20.0%	2 20.0%	1 10.0%					10 = 100% \$18,974
\$1.0 M to \$1.5 M	1 10.0%	4 40.0%	3 30.0%	2 20.0%					10 = 100% \$27,500
\$1.6 M to \$3.0 M	4 30.8%	1 7.7%	5 38.5%	3 23.1%					13 = 100% \$26,000
\$3.1 M to \$6.0 M	3 13.6%	7 31.8%	4 18.2%	4 18.2%	1 4.5%	2 9.1%	1 4.5%		22 = 100% \$25,000
\$6.1 M to \$10 M	1 14.3%		1 14.3%	2 28.6%	1 14.3%	1 14.3%	1 14.3%		7 = 100% \$28,835
Over \$10 M			1 7.7%	2 15.4%	6 46.2%	1 7.7%	2 15.4%	1 7.7%	13 = 100% \$39,795

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	Over \$50K	Total Response
									Median Salary
Washington, D.C.	4 13.3%	6 20.0%	6 20.0%	5 16.7%	4 13.3%	1 3.3%	4 13.3%		30 = 100% \$29,170
New York	3 25.0%	1 8.3%	3 25.0%	1 8.3%	4 33.3%				12 = 100% \$26,250
Other Northeast/ South	1 11.1%	5 55.6%	1 11.1%	2 22.2%					9 = 100% \$21,400
Chicago	3 17.6%	5 29.4%	5 29.4%	1 5.9%		2 11.8%		1 5.9%	17 = 100% \$28,850
Other Midwest	3 50.0%			2 33.3%		1 16.7%			6 = 100% \$17,500
West/Southwest	4 57.1%		2 26.8%	1 14.3%					7 = 100% \$20,000

OFFICE MANAGER

Is responsible for day-to-day administrative functions. May handle purchasing of supplies and supervise secretarial and clerical staff. Reports to the administrative services officer or to the business officer if there is no administrative services officer.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$30K	Total Response	
							Median Salary
Under \$500 K	15 83.3%	3 16.7%					18 = 100% \$13,500
\$500 K to \$999 K	2 20.0%	8 80.0%					10 = 100% \$16,000
\$1.0 M to \$1.5 M	3 25.0%	7 58.3%	1 8.3%		1 8.3%		12 = 100% \$18,000
\$1.6 M to \$3.0 M	5 55.6%	2 22.2%	2 22.2%				9 = 100% \$15,950
\$3.1 M to \$6.0 M	1 8.3%	5 41.7%	4 33.3%	1 8.3%	1 8.3%		12 = 100% \$23,000
\$6.1 M to \$10 M	1 20.0%	2 40.0%	2 40.0%				5 = 100% \$21,850
Over \$10 M			INSUFFICIENT DATA				

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$30K	Total Response
						Median Salary
Washington, D.C.	10 32.3%	13 41.9%	4 12.9%	3 9.7%	1 3.2%	31 = 100% \$18,000
New York	5 45.5%	2 18.2%	1 9.1%	1 9.1%	2 18.2%	11 = 100% \$20,300
Other Northeast/ South	6 54.5%	2 18.2%	3 27.3%			11 = 100% \$16,700
Chicago	3 21.4%	7 50.0%	3 21.4%		1 7.1%	14 = 100% \$17,750
Other Midwest	3 60.0%	2 40.0%				5 = 100% \$13,500
West/Southwest	3 75.0%	1 25.0%				4 = 100% \$13,650

PERSONNEL DIRECTOR/ADMINISTRATOR

Is responsible for administration of personnel policies and procedures, including staffing, orientation, record-keeping, payroll, benefit plans, etc. Usually reports to administrative services officer or business officer.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	Over \$40K	Total Response
								Median Salary
Under \$500 K	3 75.0%						1 25.0%	4 = 100% \$15,000
\$500 K to \$999 K	1 100.0%							1 = 100% \$15,579
\$1.0 M to \$1.5 M	1 33.3%	1 33.3%	1 33.3%					3 = 100% \$20,000
\$1.6 M to \$3.0 M		4 100.0%						4 = 100% \$19,150
\$3.1 M to \$6.0 M	4 23.5%	6 35.3%	5 29.4%	1 5.9%		1 5.9%		17 = 100% \$19,625
\$6.1 M to \$10 M	1 7.7%	7 53.8%	1 7.7%	2 15.4%		1 7.7%	1 7.7%	13 = 100% \$19,000
Over \$10 M		1 5.0%	5 25.0%	4 20.0%	4 20.0%	3 15.0%	3 15.0%	20 = 100% \$28,975

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	Over \$40K	Total Response
								Median Salary
Washington, D.C.	3 13.0%	8 34.8%	7 30.4%	1 4.3%		1 4.3%	3 13.0%	23 = 100% \$23,750
New York		3 25.0%	1 8.3%	4 33.3%	2 16.7%	2 16.7%		12 = 100% \$27,800
Other Northeast South	2 33.3%	2 33.3%	1 16.7%	1 16.7%				6 = 100% \$19,250
Chicago	1 8.3%	3 25.0%	3 25.0%	1 8.3%	2 16.7%	1 8.3%	1 8.3%	12 = 100% \$25,000
Other Midwest	1 25.0%	2 50.0%				1 25.0%		4 = 100% \$18,250
West/Southwest	3 60.0%	1 20.0%					1 20.0%	5 = 100% \$14,790

DIRECTOR/MANAGER OF MEMBERSHIP RECORDS

Responsible for maintenance of membership records, including membership subscription control. Usually reports to administrative services officer or business officer.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$10K or Less		\$11K to \$15K		\$16K to \$20K		\$21K to \$25K		\$26K to \$30K		Over \$30K		Total Response
														Median Salary
Under \$500 K		4 23.5%		11 64.7%		1 5.9%						1 5.9%		17 = 100% \$11,415
\$500 K to \$999 K				14 60.9%		6 26.1%		2 8.7%				1 4.3%		23 = 100% \$14,840
\$1.0 M to \$1.5 M				10 34.5%		10 34.5%		6 20.7%		2 6.9%		1 3.4%		29 = 100% \$17,500
\$1.6 M to \$3.0 M				10 38.5%		8 30.8%		6 23.1%		1 3.8%		1 3.8%		26 = 100% \$17,950
\$3.1 M to \$6.0 M				7 25.9%		8 29.6%		8 29.6%		1 3.7%		3 11.1%		27 = 100% \$18,700
\$6.1 M to \$10 M				1 12.5%		3 37.5%		3 37.5%				1 12.5%		8 = 100% \$18,100
Over \$10 M						5 33.3%		4 26.7%		2 13.3%		4 26.7%		15 = 100% \$25,000

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$10K or Less		\$11K to \$15K		\$16K to \$20K		\$21K to \$25K		\$26K to \$30K		Over \$30K		Total Response
														Median Salary
Washington, D.C.		1 1.4%		23 32.4%		19 26.8%		15 21.1%		5 7.0%		8 11.3%		71 = 100% \$17,500
New York				5 23.8%		10 47.6%		4 19.0%				2 9.5%		21 = 100% \$18,700
Other Northeast South		1 5.3%		11 57.9%		2 10.5%		4 21.1%		1 5.3%				19 = 100% \$13,500
Chicago				8 38.1%		8 38.1%		3 14.3%				2 9.5%		21 = 100% \$16,680
Other Midwest				4 66.7%		12 16.7%		1 16.7%						6 = 100% \$14,000
West/Southwest		2 28.6%		2 28.6%		1 14.3%		2 28.6%						7 = 100% \$15,500

COMPUTER SERVICES MANAGER

Responsible for providing computer services throughout the organization, including programming, computer operations, systems analysis, etc.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	Over \$35K	Total Response	
							Median Salary	
Under \$500 K	2 33.3%	2 33.3%			2 33.3%		6 = 100%	\$16,000
\$500 K to \$999 K		3 75.0%		1 25.0%			4 = 100%	\$19,110
\$1.0 M to \$1.5 M	3 75.0%	1 25.0%					4 = 100%	\$14,204
\$1.6 M to \$3.0 M	1 5.6%	4 22.2%	6 33.3%	3 16.7%	1 5.6%	3 16.7%	18 = 100%	\$24,800
\$3.1 M to \$6.0 M	1 4.2%	6 25.0%	6 25.0%	7 29.2%	4 16.7%		24 = 100%	\$24,800
\$6.1 M to \$10 M			2 14.3%	7 50.0%		5 35.7%	14 = 100%	\$29,715
Over \$10 M			2 11.8%	2 11.8%	3 17.6%	10 58.8%	17 = 100%	\$39,000

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	Over \$35K	Total Response	
							Median Salary	
Washington, D.C.	2 6.5%	2 6.5%	5 16.1%	12 38.7%	3 9.7%	7 22.6%	31 = 100%	\$29,200
New York	1 6.7%	3 20.0%	3 20.0%	3 20.0%	1 6.7%	4 26.7%	15 = 100%	\$27,350
Other Northeast South	3 21.4%	3 21.4%	2 14.3%	1 7.1%	2 14.3%	3 21.4%	14 = 100%	\$23,500
Chicago		5 35.7%	2 14.3%	1 7.1%	3 21.4%	3 21.4%	14 = 100%	\$23,075
Other Midwest	1 16.7%		3 50.0%	1 16.7%		1 16.7%	6 = 100%	\$24,000
West/Southwest		3 50.0%	1 16.7%	2 33.3%			6 = 100%	\$20,500

COMPUTER PROGRAMMER/ANALYST

Participates in analysis, program design, coding, and other applications and programming tasks required to produce reports and computations or to maintain information files. Assists the Computer Services Manager in directing computer operations and serves as second-in-command in the manager's absence.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL							Total Response	
	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$30K			Median Salary	
Under \$500 K	2 66.7%	1 33.3%						3 = 100%	\$16,708
\$500 K to \$999 K	2 100.0%							2 = 100%	\$11,600
\$1.0 M to \$1.5 M	2 100.0%							2 = 100%	\$13,194
\$1.6 M to \$3.0 M	4 40.0%	3 30.0%	2 20.0%		1 10.0%			10 = 100%	\$17,000
\$3.1 M to \$6.0 M	4 25.0%	9 56.3%	3 18.8%					16 = 100%	\$18,135
\$6.1 M to \$10 M	1 14.3%	3 42.9%		2 28.6%	1 14.3%			7 = 100%	\$23,166
Over \$10 M		2 28.6%	2 28.6%	2 28.6%	1 14.3%			7 = 100%	\$27,500

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL							Total Response	
	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$30K			Median Salary	
Washington, D.C.	7 28.0%	9 36.0%	5 20.0%	2 8.0%	2 8.0%			25 = 100%	\$19,833
New York	1 11.1%	4 44.4%	1 11.1%	2 22.2%	1 11.1%			9 = 100%	\$26,000
Other Northeast/ South	2 25.0%	2 25.0%	1 12.5%	2 25.0%	1 12.5%			8 = 100%	\$22,626
Chicago	1 20.0%	2 40.0%	1 20.0%	1 20.0%				5 = 100%	\$18,000
Other Midwest	2 100.0%							2 = 100%	\$15,000
West/Southwest	3 75.0%	1 25.0%						4 = 100%	\$13,861

CHIEF PROGRAM OFFICER

(Might be called Program Director, or might have VP title.) Responsible for the overall direction of program staff and programs carried out by the organization. (Programs could include activities in many areas related to the profession, such as programs on national issues, research activities, educational activities for members, etc.)

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$25K or Less	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$55K	\$56K to \$60K	Over \$60K	Total Response
										Median Salary
Under \$500 K	4 66.7%	2 33.3%								6 = 100% \$18,450
\$500 K to \$999 K	1 10.0%	3 30.0%	5 50.0%	1 10.0%						10 = 100% \$31,115
\$1.0 M to \$1.5 M	9 42.9%	1 4.8%	4 19.0%	5 23.8%		1 4.8%	1 4.8%			21 = 100% \$31,000
\$1.6 M to \$3.0 M	3 18.8%	1 6.3%	3 18.8%	4 25.0%	4 25.0%		1 6.3%			16 = 100% \$34,000
\$3.1 M to \$6.0 M	2 10.0%	4 20.0%	3 15.0%	1 5.0%	5 25.0%	2 10.0%	3 15.0%			20 = 100% \$42,691
\$6.1 M to \$10 M	1 9.1%			1 9.1%		4 36.4%	1 9.1%	1 9.1%	3 27.3%	11 = 100% \$50,000
Over \$10 M				2 16.1%			1 8.3%	5 41.7%	4 33.3%	12 = 100% \$60,000

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$25K or Less	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$55K	\$56K to \$60K	Over \$60K	Total Response
										Median Salary
Washington, D.C.	6 14.0%	5 11.6%	6 14.0%	7 16.3%	5 11.6%	4 9.3%	5 11.6%	2 4.7%	3 7.0%	43 = 100% \$37,750
New York	3 25.0%				1 8.3%	2 16.7%		4 33.3%	2 16.7%	12 = 100% \$53,250
Other Northeast/ South	2 16.7%	3 25.0%	3 25.0%	1 8.3%	1 8.3%	1 8.3%			1 8.3%	12 = 100% \$32,000
Chicago	5 33.3%	3 20.0%	1 6.7%	2 13.3%	1 6.7%		2 13.3%		1 6.7%	15 = 100% \$30,550
Other Midwest	3 37.5%		3 37.5%	2 25.0%						8 = 100% \$32,500
West/Southwest	1 20.0%		2 40.0%	1 20.0%	1 20.0%					5 = 100% \$38,898

DIRECTOR OF RESEARCH

Responsible for research programs of the association. (This position would usually be in addition to the chief program officer and would exist when an organization has a large research/technical program in addition to other general programs.) This position also may be an officer level position in some organizations.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	Over \$50K	Total Response
									Median Salary
Under \$500 K	1 25.0%	1 25.0%	2 50.0%						4 = 100% \$24,580
\$500 K to \$999 K	3 42.9%	3 42.9%			1 14.3%				7 = 100% \$21,750
\$1.0 M to \$1.5 M	1 12.5%	2 25.0%	1 12.5%	1 12.5%	2 25.0%	1 12.5%			8 = 100% \$31,000
\$1.6 M to \$3.0 M	1 5.6%		2 11.1%	7 38.9%	5 27.8%	2 11.1%	1 5.6%		18 = 100% \$34,000
\$3.1 M to \$6.0 M	3 16.7%		1 5.6%	7 38.9%	4 22.2%	1 5.6%	2 11.1%		18 = 100% \$36,000
\$6.1 M to \$10 M				3 50.0%	2 33.3%	1 16.7%			6 = 100% \$37,200
Over \$10 M						2 25.0%	2 25.0%	4 50.0%	8 = 100% \$50,738

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	Over \$50K	Total Response
									Median Salary
Washington, D.C.	3 8.3%	5 13.9%	5 13.9%	10 27.8%	8 22.8%	2 5.6%	2 5.6%	1 2.8%	36 = 100% \$33,895
New York	3 25.0%			2 16.7%	3 25.0%		2 16.7%	2 16.7%	12 = 100% \$36,000
Other Northeast/ South	1 12.5%	1 12.5%	1 12.5%	3 37.5%	1 12.5%	1 12.5%			8 = 100% \$33,500
Chicago	1 16.7%				1 16.7%	3 50.0%		1 16.7%	6 = 100% \$45,000
Other Midwest				2 100.0%					2 = 100% \$33,219
West/Southwest				1 33.3%	1 33.3%	1 33.3%			3 = 100% \$40,000

LEGAL COUNSEL

The chief legal officer for the association. An attorney responsible for advising and representing the association on legal matters. This position would generally *not* be responsible for government relations activities.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$25K or Less	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$55K	\$56K to \$60K	Over \$60K	Total Response
										Median Salary
Under \$500 K	5	1	1					1		8 = 100%
	62.5%	12.5%	12.5%					12.5%		\$28,850
\$500 K to \$999 K	2	1	1	2						6 = 100%
	33.3%	16.7%	16.7%	33.3%						\$31,176
\$1.0 M to \$1.5 M		1					1			2 = 100%
		50.0%					50.0%			\$28,875
\$1.6 M to \$3.0 M	1		1	1	1					4 = 100%
	25.0%		25.0%	25.0%	25.0%					\$34,220
\$3.1 M to \$6.0 M		1		3	2	3	1	1	1	12 = 100%
		8.3%		25.0%	16.7%	25.0%	8.3%	8.3%	8.3%	\$43,500
\$6.1 M to \$10 M					3				2	5 = 100%
					60.0%				40.0%	\$42,500
Over \$10 M			1	2		1	2	1	1	8 = 100%
			12.5%	25.0%		12.5%	25.0%	12.5%	12.5%	\$51,827

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$25K or Less	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$55K	\$56K to \$60K	Over \$60K	Total Response
										Median Salary
Washington, D.C.	1	2	3	7	2	3	2	3	2	25 = 100%
	4.0%	8.0%	12.0%	28.0%	8.0%	12.0%	8.0%	12.0%	8.0%	\$39,500
New York				1			2		1	4 = 100%
				25.0%			50.0%		25.0%	\$55,000
Other Northeast/ South	3	1	1							5 = 100%
	60.0%	20.0%	20.0%							\$20,000
Chicago	2				2	1			1	6 = 100%
	33.3%				33.3%	16.7%			16.7%	\$34,937
Other Midwest	2				2	1				5 = 100%
	40.0%				40.0%	20.0%				\$41,250
West/Southwest				INSUFFICIENT DATA						

DIRECTOR OF GOVERNMENT RELATIONS

Responsible for liaison with Congress and government agencies to represent association's interests in Washington. Directs Washington office, if there is one, and if headquarters is not in Washington. May have responsibility for obtaining Federal grants. Individual does not necessarily have a law degree, but if so, may provide legal counsel to the association on a limited basis in the absence of an in-house legal counsel.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$25K or Less	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$55K	Over \$55K	Total Response
									Median Salary
Under \$500 K	5 55.6%	1 11.1%	1 11.1%	1 11.1%			1 11.1%		9 = 100% \$24,000
\$500 K to \$999 K	1 20.0%	2 40.0%	1 20.0%	1 20.0%					5 = 100% \$28,000
\$1.0 M to \$1.5 M	3 33.3%	1 11.1%	3 33.1%	1 11.1%			1 11.1%		9 = 100% \$32,000
\$1.6 M to \$3.0 M	2 13.3%	2 13.3%	2 13.3%	3 20.0%	3 20.0%	1 6.7%	1 6.7%	1 6.7%	15 = 100% \$38,000
\$3.1 M to \$6.0 M	2 9.1%		3 13.6%	9 40.9%	4 18.2%	1 4.5%	2 9.1%	1 4.5%	22 = 100% \$39,000
\$6.1 M to \$10 M		2 18.2%	1 9.1%		3 27.3%	1 9.1%	1 9.1%	3 27.3%	11 = 100% \$50,000
Over \$10 M			1 5.9%	4 23.5%	1 5.9%	3 17.6%	2 11.8%	6 35.3%	17 = 100% \$52,250

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$25K or Less	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$55K	Over \$55K	Total Response
									Median Salary
Washington, D.C.	8 15.1%	4 7.5%	8 15.1%	14 26.4%	6 11.3%	4 7.5%	3 5.7%	6 11.3%	53 = 100% \$38,100
New York		2 18.2%	1 9.1%	2 18.2%	1 9.1%		4 36.4%	1 9.1%	11 = 100% \$39,000
Other Northeast/ South		1 20.0%		1 20.0%	1 20.0%	1 20.0%		1 20.0%	5 = 100% \$40,625
Chicago	2 18.2%	1 9.1%		2 18.2%	1 9.1%	1 9.1%	2 18.2%	2 18.2%	11 = 100% \$36,700
Other Midwest	1 16.7%	1 16.7%	1 16.7%		2 33.3%	1 16.7%			6 = 100% \$37,960
West/Southwest	1 50.0%		1 50.0%						2 = 100% \$31,512

DIRECTOR/COORDINATOR OF GRANTS

Responsible for direction of the association's program for obtaining government and other grants. This position usually exists when association has a large grants program.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	Over \$45K	Total Response	
								Median Salary	
Under \$500 K	2 100.0%							2 = 100%	\$17,250
\$500 K to \$999 K				INSUFFICIENT DATA					
\$1.0 M to \$1.5 M	1 33.3%		1 33.3%		1 33.3%			3 = 100%	\$32,000
\$1.6 M to \$3.0 M	1 16.7%	1 16.7%	2 33.3%	2 33.3%				6 = 100%	\$28,500
\$3.1 M to \$6.0 M	2 22.2%		3 33.3%	1 11.1%	1 11.1%	2 22.2%		9 = 100%	\$28,530
\$6.1 M to \$10 M				1 20.0%	1 20.0%		3 60.0%	5 = 100%	\$49,765
Over \$10 M			1 16.7%		2 33.3%		3 50.0%	6 = 100%	\$46,000

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	Over \$45K	Total Response	
								Median Salary	
Washington, D.C.	1 7.1%	1 7.1%	2 14.3%	5 35.7%	2 14.3%	1 7.1%	2 14.3%	14 = 100%	\$33,000
New York			2 50.0%		1 25.0%		1 25.0%	4 = 100%	\$32,515
Other Northeast South	1 33.3%				1 33.3%	1 33.3%		3 = 100%	\$37,000
Chicago	2 33.3%		2 33.3%				2 33.3%	6 = 100%	\$29,186
Other Midwest	2 100.0%							2 = 100%	\$18,000
West/Southwest				1 50.0%			1 50.0%	2 = 100%	\$42,500

PROGRAM SPECIALIST

(May be called staff associate, education specialist, etc.) Is responsible for particular program area in which association is engaged. Is expert in the area with related educational background and previous experience.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	Over \$40K	Total Response
								Median Salary
Under \$500 K	5 62.5%	1 12.5%		1 12.5%	1 12.5%			8 = 100% \$14,000
\$500 K to \$999 K	3 25.0%	4 33.3%	1 8.3%	2 16.7%	2 16.7%			12 = 100% \$19,800
\$1.0 M to \$1.5 M	3 15.8%	5 26.3%	5 26.3%	4 21.1%	1 5.3%	1 5.3%		19 = 100% \$22,000
\$1.6 M to \$3.0 M		7 31.8%	4 18.2%	8 36.4%	2 9.1%		1 4.5%	22 = 100% \$24,500
\$3.1 M to \$6.0 M	1 5.9%	1 5.9%		8 47.1%	4 23.5%	3 17.6%		17 = 100% \$30,000
\$6.1 M to \$10 M		2 18.2%	3 27.3%	4 36.4%	1 9.1%		1 9.1%	11 = 100% \$27,700
Over \$10 M		1 20.0%	2 40.0%		1 20.0%		1 20.0%	5 = 100% \$30,875

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	Over \$40K	Total Response
								Median Salary
Washington, D.C.	4 8.3%	10 20.8%	7 14.6%	14 29.2%	8 16.7%	3 6.3%	2 4.2%	48 = 100% \$26,449
New York	4 25.0%	2 12.5%	1 6.3%	5 31.3%	2 12.5%	1 6.3%	1 6.3%	16 = 100% \$27,350
Other Northeast South		3 42.9%	2 28.6%	2 28.6%				7 = 100% \$25,185
Chicago	1 5.3%	7 36.8%	3 15.8%	4 21.1%	2 10.5%	1 5.3%	1 5.3%	19 = 100% \$21,000
Other Midwest	2 33.3%		2 33.3%	1 16.7%	1 16.7%			6 = 100% \$28,000
West/Southwest	1 16.7%	1 16.7%		3 50.0%		1 16.7%		6 = 100% \$27,541

PROGRAM ASSISTANT

Works on specific association programs, often serving an internship or on a limited time basis. May perform limited administrative functions directly related to the program. Usually has educational background in professional area of the association or education.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$10K or Less		\$11K to \$15K		\$16K to \$20K		Over \$20K		Total Response
										Median Salary
Under \$500 K		1 33.3%		2 66.6%						3 = 100% \$12,000
\$500 K to \$999 K		1 20.0%		2 40.0%		2 40.0%				5 = 100% \$13,000
\$1.0 M to \$1.5 M		1 10.0%		7 70.0%		2 20.0%				10 = 100% \$14,250
\$1.6 M to \$3.0 M		1 11.1%		2 22.2%		2 22.2%		4 44.4%		9 = 100% \$18,000
\$3.1 M to \$6.0 M				3 30.0%		5 50.0%		2 20.0%		10 = 100% \$17,300
\$6.1 M to \$10 M				3 60.0%		2 40.0%				5 = 100% \$16,000
Over \$10 M				1 14.3%		4 57.0%		2 29.0%		7 = 100% \$18,550

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$10K or Less		\$11K to \$15K		\$16K to \$20K		Over \$20K		Total Response
										Median Salary
Washington, D.C.		2 6.6%		11 35.4%		12 38.7%		6 19.3%		31 = 100% \$16,906
New York				1 50.0%		1 50.0%				2 = 100% \$15,250
Other Northeast South				2 100.0%						2 = 100% \$12,500
Chicago				5 45.5%		5 45.5%		1 9.0%		11 = 100% \$17,000
Other Midwest		1 100.0%								1 = 100% \$10,000
West/Southwest						1 100.0%		1 100.0%		2 = 100% \$19,000

LIBRARIAN

Is responsible for maintaining the library of the association. This is a full-time position.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$10K or Less	\$11K to \$15K	\$16K to \$20K	\$21K to \$25K	Over \$25K		Total Response	
							Median Salary	
Under \$500 K		1 50.0%			1 50.0%		2 = 100%	\$22,250
\$500 K to \$999 K		1 25.0%	2 50.0%		1 25.0%		4 = 100%	\$17,200
\$1.0 M to \$1.5 M	1 25.0%	2 50.0%	1 25.0%				4 = 100%	\$13,000
\$1.6 M to \$3.0 M		3 37.5%	5 62.5%				8 = 100%	\$16,546
\$3.1 M to \$6.0 M		4 30.8%	4 30.8%	5 38.5%			13 = 100%	\$18,250
\$6.1 M to \$10 M	1 11.1%	3 33.3%	2 22.2%	3 33.3%			9 = 100%	\$16,700
Over \$10 M		1 10.0%	3 30.0%	4 40.0%	2 20.0%		10 = 100%	\$21,960

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$10K or Less	\$11K to \$15K	\$16K to \$20K	\$21K to \$25K	Over \$25K		Total Response	
							Median Salary	
Washington, D.C.		8 33.3%	7 29.2%	7 29.2%	2 8.3%		24 = 100%	\$18,002
New York	1 8.3%	3 25.0%	4 33.3%	3 25.0%	1 8.3%		12 = 100%	\$16,450
Other Northeast/ South	1 14.3%	1 14.3%	2 28.6%	2 28.6%	1 14.3%		7 = 100%	\$17,500
Chicago			4 57.1%	2 28.6%	1 14.3%		7 = 100%	\$23,148
Other Midwest		1 50.0%	1 50.0%				2 = 100%	\$18,000
West/Southwest		2 50.0%	2 50.0%				4 = 100%	\$14,616

DIRECTOR OF MEMBERSHIP DEVELOPMENT/SERVICES

Responsible for directing promotional activities to attract new members and for special membership program, such as insurance, membership trips, etc. Would *not* usually include educational programs which require technical knowledge or background in the profession of the association. Such educational programs would be handled by a program specialist or the program director.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$30K		Total Response	
							Median Salary	
Under \$500 K	2 66.7%	1 33.3%					3 = 100%	\$10,700
\$500 K to \$999 K	2 18.2%	4 36.4%	2 18.2%	3 27.3%			11 = 100%	\$20,566
\$1.0 M to \$1.5 M	2 18.2%	1 9.1%	2 18.2%	5 45.5%	1 9.1%		11 = 100%	\$26,050
\$1.6 M to \$3.0 M	3 20.0%	4 26.7%	3 20.0%	3 20.0%	2 13.3%		15 = 100%	\$22,110
\$3.1 M to \$6.0 M		2 11.8%	6 35.3%	4 23.5%	5 29.4%		17 = 100%	\$29,000
\$6.1 M to \$10 M		1 16.7%			5 83.3%		6 = 100%	\$34,494
Over \$10 M		1 50.0%			1 50.0%		2 = 100%	\$45,600

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$30K		Total Response	
							Median Salary	
Washington, D.C.	1 4.0%	3 12.0%	5 20.0%	8 32.0%	8 32.0%		25 = 100%	\$30,050
New York		3 60.0%	1 20.0%		1 20.0%		5 = 100%	\$27,500
Other Northeast/ South	1 9.1%	2 18.2%	3 27.3%	2 18.2%	3 27.3%		11 = 100%	\$26,500
Chicago	2 15.4%	6 46.2%	1 7.7%	3 23.1%	1 7.7%		13 = 100%	\$25,250
Other Midwest	3 42.9%	2 28.6%	2 28.6%	1 14.3%	1 14.3%		7 = 100%	\$18,000
West/Southwest	2 50.0%		1 25.0%	1 25.0%			4 = 100%	\$18,000

DIRECTOR OF PUBLIC RELATIONS/PUBLIC INFORMATION

(Could be executive-level position if has responsibility for all types of public relations, member relations, government relations, and perhaps even publications.) Is responsible for projecting an appropriate image of the organization and for appropriate dissemination of information regarding association activities.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	Over \$40K	Total Response	
								Median Salary	
Under \$500 K	4 50.0%	1 12.5%	2 25.0%				1 12.5%	8 = 100%	\$14,500
\$500 K to \$999 K	3 37.5%	1 12.5%	2 25.0%	1 12.5%	1 12.5%			8 = 100%	\$20,400
\$1.0 M to \$1.5 M	1 7.1%	4 28.6%	4 28.6%	2 14.3%	1 7.1%	1 7.1%	1 7.1%	14 = 100%	\$24,000
\$1.6 M to \$3.0 M	1 6.3%	3 18.8%	5 31.3%	4 25.0%	1 6.3%	2 12.5%		16 = 100%	\$25,000
\$3.1 M to \$6.0 M	1 3.6%	4 14.3%	5 17.9%	6 21.4%	3 10.7%	8 28.6%	1 3.6%	28 = 100%	\$26,000
\$6.1 M to \$10 M		1 8.3%	1 8.3%	3 25.0%	2 16.7%		5 41.7%	12 = 100%	\$35,000
Over \$10 M			1 4.8%	3 14.3%	6 28.6%	1 4.8%	10 47.6%	21 = 100%	\$38,000

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	Over \$40K	Total Response	
								Median Salary	
Washington, D.C.	2 4.3%	4 8.5%	10 21.3%	9 19.1%	6 12.8%	6 12.8%	10 21.3%	47 = 100%	\$30,400
New York	2 12.5%	1 6.3%	2 12.5%	2 12.5%	4 25.0%	2 12.5%	3 18.8%	16 = 100%	\$32,000
Other Northeast South	3 21.4%	4 28.6%	1 7.1%	4 28.6%	1 7.1%	1 7.1%		14 = 100%	\$20,034
Chicago	1 5.6%	2 11.1%	4 22.2%	2 11.1%	2 11.1%	3 16.7%	4 22.2%	18 = 100%	\$28,000
Other Midwest	2 25.0%	2 25.0%	1 12.5%	2 25.0%			1 12.5%	8 = 100%	\$21,100
West/Southwest		1 25.0%	2 50.0%		1 25.0%			4 = 100%	\$24,080

CONFERENCE/ANNUAL MEETING DIRECTOR

Has full responsibility for overall development and direction of association's annual conference/meeting. Responsibility would include the development of educational and other programs for the meeting. Usually, this individual would have background in the progression as well as extensive experience in conference development and management. Physical arrangements for the conference generally would be handled by an assistant. This position may be an executive-level position.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	Over \$45K	Total Response	
								Median Salary	
Under \$500 K	3 42.9%	4 57.1%						7 = 100%	\$21,000
\$500 K to \$999 K	3 37.5%	4 50.0%	1 12.5%					8 = 100%	\$21,650
\$1.0 M to \$1.5 M	6 40.0%	3 20.0%	3 20.0%	1 6.7%	2 13.3%			15 = 100%	\$21,250
\$1.6 M to \$3.0 M	4 16.7%	7 29.2%	5 20.8%	5 20.8%	1 4.2%		2 8.3%	24 = 100%	\$25,000
\$3.1 M to \$6.0 M	3 11.5%	5 19.2%	7 26.9%	4 15.4%	4 15.4%	1 3.8%	2 7.7%	26 = 100%	\$29,850
\$6.1 M to \$10 M			2 18.2%	2 18.2%	2 18.2%	3 27.3%	2 18.2%	11 = 100%	\$39,800
Over \$10 M	2 14.3%	1 7.1%	1 7.1%	2 14.3%		3 21.4%	4 28.6%	14 = 100%	\$37,906

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	Over \$45K	Total Response	
								Median Salary	
Washington, D.C.	6 12.8%	13 27.7%	9 19.1%	6 12.8%	6 12.8%	5 10.6%	2 4.3%	47 = 100%	\$28,000
New York	2 18.2%		2 18.2%	3 27.3%		1 9.1%	3 27.3%	11 = 100%	\$34,618
Other Northeast South	4 23.5%	5 29.4%	4 23.5%	1 5.9%	2 11.8%		1 5.9%	17 = 100%	\$25,000
Chicago	5 25.0%	4 20.0%	1 5.0%	3 15.0%	1 5.0%	1 5.0%	5 25.0%	20 = 100%	\$26,675
Other Midwest	2 40.0%	1 20.0%	1 20.0%	1 20.0%				5 = 100%	\$22,300
West/Southwest	2 40.0%	1 20.0%	2 40.0%					5 = 100%	\$22,800

CONFERENCE COORDINATOR

(This position is contrasted with the conference director position described previously. In comparison, this position is a junior-level position.) Has responsibility for coordination of arrangements for the annual conference/meeting and other meetings of the association. Does *not* have responsibility for development of programs for the conference. In this situation the volunteers would usually handle the programmatic content of the annual meeting. The physical arrangements and the exhibitions would be handled by the conference coordinator described here.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$30K	Total Response	
						Median Salary	
Under \$500 K	4 80.0%	1 20.0%				5 = 100%	\$14,000
\$500 K to \$999 K	55 38.5%	7 53.8%	1 7.7%			13 = 100%	\$16,900
\$1.0 M to \$1.5 M	5 26.3%	8 42.1%	4 21.1%	2 10.5%		19 = 100%	\$17,250
\$1.6 M to \$3.0 M	7 36.8%	6 31.6%	3 15.8%	2 10.5%	1 5.3%	19 = 100%	\$18,442
\$3.1 M to \$6.0 M	2 8.7%	10 43.5%	9 39.1%	1 4.3%	1 4.3%	23 = 100%	\$20,017
\$6.1 M to \$10 M	1 7.1%	6 42.9%	2 14.3%	4 28.6%	1 7.1%	14 = 100%	\$20,678
Over \$10 M	1 9.1%	2 18.2%	4 36.4%	2 18.2%	2 18.2%	11 = 100%	\$24,380

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$30K	Total Response	
						Median Salary	
Washington, D.C.	9 19.6%	21 45.7%	11 23.9%	4 8.7%	1 2.2%	46 = 100%	\$19,241
New York	3 20.0%	2 13.3%	5 33.3%	4 26.7%	1 6.7%	15 = 100%	\$24,500
Other Northeast/ South	1 11.1%	4 44.4%	2 22.2%	1 11.1%	1 11.1%	9 = 100%	\$18,500
Chicago	4 21.1%	9 47.4%	5 26.3%		1 5.3%	19 = 100%	\$18,942
Other Midwest	3 50.0%	2 33.3%		1 16.7%		6 = 100%	\$16,000
West/Southwest	5 55.6%	2 22.2%		1 11.1%	1 11.1%	9 = 100%	\$14,500

CHIEF PUBLICATIONS OFFICER

(May be called Publications Director or may have vice president title.) Is responsible for total publications program of the association, including all aspects of publications and publications staff. Individual would usually also have background or knowledge of the profession represented by the association. (May be listed as official editor of association's publications.)

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$55K	Over \$55K	Total Response
											Median Salary
Under \$500 K	8 53.3%	3 20.0%	2 13.3%	1 6.7%	1 6.7%						15 = 100% \$16,681
\$500 K to \$999 K		6 50.0%	1 8.3%	2 16.7%	3 25.0%						12 = 100% \$24,500
\$1.0 M to \$1.5 M	2 7.7%	7 26.9%	4 15.4%	10 38.5%	1 3.8%	2 7.7%					26 = 100% \$25,250
\$1.6 M to \$3.0 M	1 3.3%	2 6.7%	6 20.0%	8 26.7%	4 13.3%	4 13.3%	5 16.7%				30 = 100% \$29,500
\$3.1 M to \$6.0 M			3 10.7%	5 17.9%	7 25.0%	3 10.7%	5 17.9%	3 10.7%	2 7.1%		28 = 100% \$35,110
\$6.1 M to \$10 M			2 16.7%	2 16.7%		3 25.0%	3 25.0%			2 16.7%	12 = 100% \$38,765
Over \$10 M					1 5.9%	4 23.5%	3 17.6%	3 17.6%	2 11.8%	4 23.5%	17 = 100% \$43,300

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$55K	Over \$55K	Total Response
											Median Salary
Washington, D.C.	2 3.1%	7 10.8%	8 12.3%	15 23.1%	7 10.8%	9 13.8%	8 12.3%	3 4.6%	3 4.6%	3 4.6%	65 = 100% \$31,300
New York		3 17.6%	1 5.9%	3 17.6%	1 5.9%	1 5.9%	3 17.6%	3 17.6%	1 5.9%	1 5.9%	17 = 100% \$40,250
Other Northeast/ South	5 23.8%	1 4.8%	3 14.3%	3 14.3%	3 14.3%	3 14.3%	2 9.5%			1 4.8%	21 = 100% \$30,000
Chicago	2 11.8%	2 11.8%	1 5.9%	3 17.6%	4 23.5%	1 5.9%	3 17.6%			1 5.9%	17 = 100% \$31,500
Other Midwest	1 10.0%	1 10.0%	3 30.0%	2 20.0%	2 20.0%	1 10.0%					10 = 100% \$26,200
West/Southwest	1 10.0%	4 40.0%	2 20.0%	2 20.0%		1 10.0%					10 = 100% \$22,000

EDITORIAL MANAGER

(Often called Publications Business Manager.) Responsible for overseeing the actual publication of materials produced by the association, handling all physical details such as printing, binding, graphics, etc.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL							Total Response
	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	Over \$35K		Median Salary
Under \$500 K	6 75.0%	1 12.5%				1 12.5%		8 = 100% \$14,000
\$500 K to \$999 K	1 14.3%	4 57.1%	1 14.3%	1 14.3%				7 = 100% \$18,850
\$1.0 M to \$1.5 M	1 7.1%	5 35.7%	7 50.0%	1 7.1%				14 = 100% \$21,027
\$1.6 M to \$3.0 M	3 17.6%	7 41.2%	5 29.4%	2 11.8%				17 = 100% \$18,500
\$3.1 M to \$6.0 M	2 8.7%	9 39.1%	5 21.7%	6 26.1%	1 4.3%			23 = 100% \$20,766
\$6.1 M to \$10 M			5 55.6%	2 22.2%	2 22.2%			9 = 100% \$25,000
Over \$10 M		1 9.1%	1 9.1%	3 27.3%	1 9.1%	5 45.5%		11 = 100% \$37,315

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL							Total Response
	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	Over \$35K		Median Salary
Washington, D.C.	6 15.0%	9 22.5%	12 30.0%	8 20.0%	3 7.5%	2 5.0%		40 = 100% \$22,014
New York		3 30.0%	5 50.0%			2 20.0%		10 = 100% \$22,002
Other Northeast South	3 20.0%	5 33.3%	3 20.0%	2 13.3%	1 6.7%	1 6.7%		15 = 100% \$20,500
Chicago	2 14.3%	5 35.7%	1 7.1%	4 28.6%		2 14.3%		14 = 100% \$22,000
Other Midwest		3 60.0%	2 40.0%					5 = 100% \$18,600
West/Southwest	2 40.0%	2 40.0%	1 20.0%					5 = 100% \$16,478

EDITOR

Responsible for text and copy editing and other editorial functions related to production of association publication(s). In some instances a position at this level may be responsible for overall coordination of the association's program when no technical expertise or background in the profession is required.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	Over \$40K	Total Response
								Median Salary
Under \$500 K	6 75.0%		1 12.5%			1 12.5%		8 = 100% \$13,500
\$500 K to \$999 K	2 25.0%	3 37.5%	1 12.5%	2 25.0%				8 = 100% \$20,750
\$1.0 M to \$1.5 M	4 20.0%	7 35.0%	6 30.0%	2 10.0%	1 5.0%			20 = 100% \$19,250
\$1.6 M to \$3.0 M	5 17.2%	5 17.2%	7 24.1%	5 17.2%	3 10.3%	3 10.3%	1 3.4%	29 = 100% \$25,500
\$3.1 M to \$6.0 M	1 3.2%	8 25.8%	12 38.7%	4 12.9%	5 16.1%		1 3.2%	31 = 100% \$21,830
\$6.1 M to \$10 M		2 15.4%	5 38.5%	4 30.8%	1 7.7%		1 7.7%	13 = 100% \$25,559
Over \$10 M		3 17.6%	2 11.8%	4 23.5%	2 11.8%	1 5.9%	5 29.4%	17 = 100% \$32,038

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	Over \$40K	Total Response
								Median Salary
Washington, D.C.	6 11.8%	12 23.5%	18 35.3%	5 9.8%	5 9.8%	1 2.0%	4 7.8%	51 = 100% \$22,000
New York	2 12.5%	3 18.8%	3 18.8%	4 25.0%		1 6.3%	3 18.8%	16 = 100% \$27,000
Other Northeast South		7 35.0%	4 20.0%	4 20.0%	2 10.0%	2 10.0%	1 5.0%	20 = 100% \$25,000
Chicago	3 15.0%	4 20.0%	2 10.0%	8 40.0%	3 15.0%			20 = 100% \$26,000
Other Midwest	3 27.3%	2 18.2%	5 45.5%			1 9.1%		11 = 100% \$21,500
West/Southwest	4 57.1%		1 14.3%		2 28.6%			7 = 100% \$14,000

ASSISTANT OR ASSOCIATE EDITOR

Responsible for limited text editing, copy editing, and other editorial functions for one or more publications.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$10K or Less	\$11K to \$15K	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$30K		Total Response	
									Median Salary	
Under \$500 K			2 100.0%						2 = 100%	\$12,970
\$500 K to \$999 K		1 11.1%	3 33.3%	4 44.4%	1 11.1%				9 = 100%	\$17,000
\$1.0 M to \$1.5 M		2 11.8%	11 64.7%	3 17.6%	1 5.9%				17 = 100%	\$12,500
\$1.6 M to \$3.0 M		1 3.4%	10 34.5%	15 51.7%	2 6.9%	1 3.4%			29 = 100%	\$16,900
\$3.1 M to \$6.0 M		1 3.6%	13 46.4%	10 35.7%	1 3.6%	1 3.6%	2 7.1%		28 = 100%	\$15,374
\$6.1 M to \$10 M			4 30.8%	5 38.5%	3 23.1%	1 7.7%			13 = 100%	\$15,900
Over \$10 M			5 29.4%	5 29.4%	1 5.9%	4 23.5%	2 11.8%		17 = 100%	\$22,939

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$10K or Less	\$11K to \$15K	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$30K		Total Response	
									Median Salary	
Washington, D.C.			17 37.0%	20 43.5%	4 8.7%	3 6.5%	2 4.3%		46 = 100%	\$17,000
New York			11 50.0%	6 27.3%	1 4.5%	2 9.1%	2 9.1%		22 = 100%	\$15,673
Other Northeast South		3 17.6%	6 35.3%	6 35.3%	1 5.9%	1 5.9%			17 = 100%	\$13,762
Chicago		1 5.3%	10 52.6%	5 26.3%	2 10.5%	1 5.3%			19 = 100%	\$15,089
Other Midwest		1 16.7%	3 50.0%	2 33.3%					6 = 100%	\$13,174
West/Southwest		3 50.0%	1 16.7%	2 33.3%					6 = 100%	\$18,000

EDITORIAL ASSISTANT

Often training position. Responsible for some copy editing, proofreading, and clerical functions related to publications activities.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET								Total Response	
	\$10K or Less		\$11K to \$15K		\$16K to \$20K		Over \$20K	Median Salary	
Under \$500 K			4 100.0%					4 = 100%	\$11,500
\$500 K to \$999 K	1 10.0%		7 70.0%		2 20.0%			10 = 100%	\$13,475
\$1.0 M to \$1.5 M	3 23.1%		9 69.2%		1 7.7%			13 = 100%	\$12,500
\$1.6 M to \$3.0 M	5 26.3%		13 68.4%		1 5.3%			19 = 100%	\$13,000
\$3.1 M to \$6.0 M	1 3.7%		20 74.1%		3 11.1%		3 11.1%	27 = 100%	\$12,720
\$6.1 M to \$10 M			6 66.7%		3 33.3%			9 = 100%	\$13,950
Over \$10 M	1 7.1%		10 71.4%		2 14.3%		1 7.1%	14 = 100%	\$13,500

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION								Total Response	
	\$10K or Less		\$11K to \$15K		\$16K to \$20K		Over \$20K	Median Salary	
Washington, D.C.	2 4.3%		34 73.9%		8 17.4%		2 4.3%	46 = 100%	\$13,500
New York	3 21.4%		9 64.3%		1 7.1%		1 7.1%	14 = 100%	\$11,000
Other Northeast South	2 10.5%		14 73.7%		3 15.8%			19 = 100%	\$12,000
Chicago	1 9.1%		9 81.8%				1 9.1%	11 = 100%	\$12,900
Other Midwest	2 50.0%		2 50.0%					4 = 100%	\$10,650
West/Southwest	1 50.0%		1 50.0%					2 = 100%	\$12,000

MANAGER, ADVERTISING SALES

Responsible for selling advertising in the association's publications. May also be responsible for handling promotions for association publications such as books, manuals, etc.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$10K or Less	\$11K to \$15K	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	Over \$35K	Total Response
								Median Salary
Under \$500 K	1 100.0%							1 = 100%
\$500 K to \$999 K	1 16.7%	2 33.3%	3 50.0%					6 = 100% \$12,500
\$1.0 M to \$1.5 M		5 50.0%	1 10.0%	2 20.0%		1 10.0%	1 10.0%	10 = 100% \$18,280
\$1.6 M to \$3.0 M		5 29.4%	7 41.2%	2 11.8%	2 11.8%	1 5.9%		17 = 100% \$17,850
\$3.1 M to \$6.0 M	1 5.3%	4 21.1%	5 26.3%	4 21.1%	2 10.5%	2 10.5%	1 5.3%	19 = 100% \$20,000
\$6.1 M to \$10 M		1 20.0%		2 40.0%		1 20.0%	1 20.0%	5 = 100% \$23,600
Over \$10 M				3 20.0%	1 8.3%	8 66.7%		12 = 100% \$41,000

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$10K or Less	\$11K to \$15K	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	Over \$35K	Total Response
								Median Salary
Washington, D.C.	1 3.1%	8 25.0%	11 34.4%	4 12.5%	3 9.4%	2 6.3%	3 9.4%	32 = 100% \$17,000
New York		2 28.6%		1 14.3%			4 57.1%	7 = 100% \$40,000
Other Northeast South	1 8.3%	3 25.0%	1 8.3%	3 25.0%	1 8.3%		3 25.0%	12 = 100% \$21,468
Chicago		1 10.0%	2 20.0%	2 20.0%		3 30.0%	2 25.0%	10 = 100% \$22,319
Other Midwest		3 50.0%	2 33.3%	1 16.7%				6 = 100% \$16,000
West/Southwest		1 33.3%		2 66.7%				3 = 100% \$23,600

ADMINISTRATIVE ASSISTANT or EXECUTIVE SECRETARY TO THE CHIEF STAFF EXECUTIVE

Responsible for administrative and secretarial support for the chief staff executive. Performs duties of a complex and highly confidential nature which require initiative, judgment, and knowledge of the association's practices, policies, and organization.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$10K or Less	\$11K to \$15K	\$16K to \$20K	\$21K to \$25K	Over \$25K	Total Number of Respondents
Under \$500 K	4 10.3%	25 64.1%	9 23.1%	1 2.6%		39 = 100%
\$500 K to \$999 K	1 2.7%	19 51.4%	15 40.5%	2 5.4%		37 = 100%
\$1.0 M to \$1.5 M	2 4.3%	25 53.2%	14 29.8%	5 10.6%	1 2.1%	47 = 100%
\$1.6 M to \$3.0 M		10 24.4%	24 58.5%	3 7.3%	4 9.8%	41 = 100%
\$3.1 M to \$6.0 M		13 31.0%	19 45.2%	8 19.0%	2 4.8%	42 = 100%
\$6.1 M to \$10 M		3 16.7%	12 66.7%	2 11.1%	1 5.6%	18 = 100%
Over \$10 M		1 4.8%	8 38.1%	7 33.3%	5 23.8%	21 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$10K or Less	\$11K to \$15K	\$16K to \$20K	\$21K to \$25K	Over \$25K	Total Number of Respondents
Washington, D.C.	2 1.8%	33 29.7%	55 49.5%	15 13.5%	6 5.4%	111 = 100%
New York		14 43.8%	11 34.4%	4 12.5%	3 9.4%	32 = 100%
Other Northeast/ South	1 3.4%	15 51.7%	7 24.1%	3 10.3%	3 10.3%	29 = 100%
Chicago		15 40.5%	16 43.2%	5 13.5%	1 2.7%	37 = 100%
Other Midwest	3 16.7%	10 55.6%	5 27.8%			18 = 100%
West/Southwest	1 5.9%	9 52.9%	6 35.3%	1 5.9%		17 = 100%

ADMINISTRATIVE ASSISTANT/SENIOR SECRETARY

Responsible for administrative and secretarial support for a division director or similar executive other than the chief staff executive. Performs a wide variety of responsible and complex administrative and secretarial tasks which require initiative and judgment.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$10K or Less		\$11K to \$15K		\$16K to \$20K		Over \$20K		Total Number of Respondents
Under \$500 K		4 18.2%		16 72.7%		1 4.5%		1 4.5%		22 = 100%
\$500 K to \$999 K		2 7.1%		22 78.8%		3 10.7%		1 3.6%		28 = 100%
\$1.0 M to \$1.5 M		4 12.9%		21 67.7%		5 16.1%		1 3.2%		31 = 100%
\$1.6 M to \$3.0 M				25 69.4%		10 27.8%		1 2.8%		36 = 100%
\$3.1 M to \$6.0 M		1 2.5%		27 67.5%		12 30.0%				40 = 100%
\$6.1 M to \$10 M				11 61.1%		6 33.3%		1 5.6%		18 = 100%
Over \$10 M				7 31.8%		13 59.1%		2 9.1%		22 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$10K or Less		\$11K to \$15K		\$16K to \$20K		Over \$20K		Total Number of Respondents
Washington, D.C.		3 3.2%		56 60.2%		28 30.1%		6 6.5%		93 = 100%
New York		2 7.4%		18 66.7%		6 22.2%		1 3.7%		27 = 100%
Other Northeast South		3 13.6%		16 72.7%		3 13.6%				22 = 100%
Chicago				21 67.7%		10 32.3%				31 = 100%
Other Midwest		2 15.4%		11 64.6%						13 = 100%
West/Southwest		1 10.0%		6 60.0%		3 30.0%				10 = 100%

JUNIOR SECRETARY/ADMINISTRATIVE AIDE

Responsible for secretarial and routine administrative support for one or more department managers or professional staff members. Performs a variety of responsible secretarial and office support functions.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$8K or Less	\$9K to \$11K	\$12K to \$14K	\$15K to \$17K	Over \$17K	Total Number of Respondents
Under \$500 K	5 26.3%	10 52.6%	4 21.1%			19 = 100%
\$500 K to \$999 K	1 3.7%	15 55.6%	7 25.9%	3 11.1%	1 3.7%	27 = 100%
\$1.0 M to \$1.5 M	1 2.8%	19 52.8%	12 33.3%	4 11.1%		36 = 100%
\$1.6 M to \$3.0 M	1 2.9%	11 32.4%	21 61.8%	1 2.9%		34 = 100%
\$3.1 M to \$6.0 M		16 42.1%	18 47.4%	4 10.5%		38 = 100%
\$6.1 M to \$10 M		7 41.2%	7 41.2%	3 17.6%		17 = 100%
Over \$10 M		5 23.8%	8 38.1%	7 33.3%	1 4.8%	21 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$8K or Less	\$9K to \$11K	\$12K to \$14K	\$15K to \$17K	Over \$17K	Total Number of Respondents
Washington, D.C.		27 32.9%	42 51.2%	11 13.4%	2 2.4%	82 = 100%
New York	1 4.5%	9 40.9%	8 36.4%	4 18.2%		22 = 100%
Other Northeast/ South	4 13.8%	18 62.1%	6 20.7%	1 3.4%		29 = 100%
Chicago	1 3.0%	12 36.4%	14 42.4%	6 18.2%		33 = 100%
Other Midwest	1 6.3%	11 68.8%	4 25.0%			16 = 100%
West/Southwest	1 11.1%	6 66.7%	2 22.2%			9 = 100%

CLERK TYPIST

Performs a variety of general clerical and typing tasks within an association department or other organizational unit. May work in typing pool.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$8K or Less	\$9K to \$11K	\$12K to \$14K	Over \$14K	Total Number of Respondents
Under \$500 K	9 37.5%	14 58.3%	1 4.2%		24 = 100%
\$500 K to \$999 K	5 18.5%	18 66.7%	3 11.1%	1 3.7%	27 = 100%
\$1.0 M to \$1.5 M	2 6.7%	25 83.3%	2 6.7%	1 3.3%	30 = 100%
\$1.6 M to \$3.0 M	3 8.6%	28 80.0%	4 11.4%		35 = 100%
\$3.1 M to \$6.0 M	5 14.3%	25 71.4%	5 14.3%		35 = 100%
\$6.1 M to \$10 M	1 5.9%	13 76.5%	2 11.8%	1 5.9%	17 = 100%
Over \$10 M		14 66.7%	5 23.8%	2 9.5%	21 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$8K or Less	\$9K to \$11K	\$12K to \$14K	Over \$14K	Total Number of Respondents
Washington, D.C.	3 4.2%	54 76.1%	11 15.5%	3 4.2%	71 = 100%
New York	3 10.3%	21 72.4%	4 13.8%	1 3.4%	29 = 100%
Other Northeast South	4 14.8%	23 85.2%			27 = 100%
Chicago	6 17.6%	21 61.8%	6 17.6%	1 2.9%	34 = 100%
Other Midwest	4 28.6%	9 64.3%	1 7.1%		14 = 100%
West/Southwest	5 35.7%	8 64.3%			14 = 100%

DATA PROCESSING CLERK

Responsible for monitoring data input and output for computer operation. Reviews coding and input forms and checks output reports. Position requires general knowledge of data processing and understanding of association's computer system and programs.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$8K or Less		\$9K to \$11K		\$12K to \$14K		Over \$14K		Total Number of Respondents
Under \$500 K		1 16.7%		2 33.3%		1 16.7%		2 33.3%		6 = 100%
\$500 K to \$999 K				7 63.6%		2 19.2%		2 18.2%		11 = 100%
\$1.0 M to \$1.5 M		2 13.3%		3 20.0%		6 40.0%		4 26.7%		15 = 100%
\$1.6 M to \$3.0 M				10 43.5%		10 43.5%		3 13.0%		23 = 100%
\$3.1 M to \$6.0 M		2 6.7%		12 40.0%		14 46.7%		2 6.7%		30 = 100%
\$6.1 M to \$10 M				7 63.6%		3 27.3%		1 9.1%		11 = 100%
Over \$10 M				5 41.7%		4 33.3%		3 25.0%		12 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$8K or Less		\$9K to \$11K		\$12K to \$14K		Over \$14K		Total Number of Respondents
Washington, D.C.		1 2.1%		14 29.8%		24 51.1%		8 17.0%		47 = 100%
New York		2 13.3%		5 33.3%		3 20.0%		5 33.3%		15 = 100%
Other Northeast South		1 7.7%		8 61.5%		4 30.8%				13 = 100%
Chicago				9 56.3%		4 25.0%		3 18.8%		16 = 100%
Other Midwest		1 8.3%		8 50.0%		4 33.3%		1 6.3%		12 = 100%
West/Southwest				4 80.0%		1 20.0%				5 = 100%

GENERAL CLERK, SENIOR

(Position may have a variety of titles in different associations and in different departments within a single association. For example: membership clerk, publication sales clerk, insurance clerk, personnel clerk.) Performs a wide range of clerical or other non-secretarial tasks which require analysis, judgment, and a thorough knowledge of department and association policies and procedures dealing with the position's areas of responsibility. Duties may require proficiency in operation of one or more types of office equipment, including a minicomputer system.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$8K or Less		\$9K to \$11K		\$12K to \$14K		Over \$14K		Total Number of Respondents
Under \$500 K		3 42.9%		3 42.9%		1 14.3%				7 = 100%
\$500 K to \$999 K		2 13.3%		7 46.7%		5 33.3%		1 6.7%		15 = 100%
\$1.0 M to \$1.5 M		3 17.6%		5 29.4%		7 41.2%		2 11.8%		17 = 100%
\$1.6 M to \$3.0 M		2 7.1%		15 53.6%		10 35.7%		1 3.6%		28 = 100%
\$3.1 M to \$6.0 M		1 3.8%		12 46.2%		12 46.2%		1 3.8%		26 = 100%
\$6.1 M to \$10 M				5 45.5%		4 36.4%		2 18.2%		11 = 100%
Over \$10 M				6 40.0%		4 26.7%		5 33.3%		15 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$8K or Less		\$9K to \$11K		\$12K to \$14K		Over \$14K		Total Number of Respondents
Washington, D.C.		3 6.3%		16 33.3%		21 43.8%		8 16.7%		48 = 100%
New York		1 6.3%		10 62.5%		3 18.8%		2 12.5%		16 = 100%
Other Northeast South		1 5.6%		12 66.7%		4 22.2%		1 5.6%		18 = 100%
Chicago		2 11.1%		6 33.3%		9 50.0%		1 5.6%		18 = 100%
Other Midwest		3 23.1%		7 53.8%		3 23.1%				13 = 100%
West/Southwest		1 16.7%		2 33.3%		3 50.0%				6 = 100%

GENERAL CLERK, JUNIOR

(Position may have a variety of specific titles in different associations and in different departments within a single association.) Performs, under supervision, various basic office or clerical functions (non-accounting functions), usually on short assignments and in accordance with clearly established procedures. Tasks are generally routine in nature and require little or no independent judgment, but the position is higher than that of file clerk.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$8K or Less		\$9K to \$11K		Over \$11K		Total Number of Respondents
Under \$500 K		4 100.0%						4 = 100%
\$500 K to \$999 K		2 28.6%		5 71.4%				7 = 100%
\$1.0 M to \$1.5 M		1 10.0%		9 90.0%				10 = 100%
\$1.6 M to \$3.0 M		2 11.1%		14 77.8%		2 11.1%		18 = 100%
\$3.1 M to \$6.0 M		6 30.0%		12 60.0%		2 10.0%		20 = 100%
\$6.1 M to \$10 M		4 36.4%		5 45.5%		2 18.2%		11 = 100%
Over \$10 M		3 27.3%		5 45.5%		3 27.3%		11 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$8K or Less		\$9K to \$11K		Over \$11K		Total Number of Respondents
Washington, D.C.		3 10.3%		20 69.0%		6 20.7%		29 = 100%
New York		7 53.8%		3 23.1%		3 23.1%		13 = 100%
Other Northeast South		7 46.7%		8 53.3%				15 = 100%
Chicago		2 18.2%		8 72.7%		1 9.1%		11 = 100%
Other Midwest		2 28.6%		5 71.4%				7 = 100%
West/Southwest		1 16.7%		5 83.3%				6 = 100%

ACCOUNTING CLERK

Checks, verifies and posts journal vouchers, accounts payable vouchers, or other simple accounting data. Performs under the supervision of an accountant.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$8K or Less		\$9K to \$11K		\$12K to \$14K		Over \$14K		Total Number of Respondents
Under \$500 K		2 28.6%		3 42.9%		2 28.6%				7 = 100%
\$500 K to \$999 K				8 61.5%		4 30.8%		1 7.7%		13 = 100%
\$1.0 M to \$1.5 M				9 40.9%		11 50.0%		2 9.1%		22 = 100%
\$1.6 M to \$3.0 M		1 2.9%		15 42.9%		16 45.7%		3 8.6%		35 = 100%
\$3.1 M to \$6.0 M		1 2.6%		16 41.0%		19 48.7%		3 7.7%		39 = 100%
\$6.1 M to \$10 M				10 58.8%		6 35.3%		1 5.9%		17 = 100%
Over \$10 M		1 4.8%		8 38.1%		9 42.9%		3 14.3%		21 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$8K or Less		\$9K to \$11K		\$12K to \$14K		Over \$14K		Total Number of Respondents
Washington, D.C.		1 1.4%		25 36.2%		36 52.2%		7 10.1%		69 = 100%
New York		1 4.2%		8 33.3%		11 45.8%		4 16.7%		24 = 100%
Other Northeast South		2 10.0%		11 55.0%		6 30.0%		1 5.0%		20 = 100%
Chicago		1 4.5%		9 40.9%		9 40.9%		3 13.6%		22 = 100%
Other Midwest				8 66.7%		4 33.3%				12 = 100%
West/Southwest				5 71.4%		2 28.6%				7 = 100%

FILE CLERK

Performs general alphabetical and numeric filing, sorting and cross-referencing. Locates and removes material upon request and keeps records of its disposition. Delivers files, copies materials from files, updates files, and purges out-dated materials.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$8K or Less		\$9K to \$11K		Over \$11K		Total Number of Respondents
Under \$500 K				2 100.0%				2 = 100%
\$500 K to \$999 K		1 33.3%		2 66.7%				3 = 100%
\$1.0 M to \$1.5 M		4 57.1%		1 14.3%		2 28.6%		7 = 100%
\$1.6 M to \$3.0 M		4 40.0%		4 40.0%		2 20.0%		10 = 100%
\$3.1 M to \$6.0 M		5 27.8%		13 72.2%				18 = 100%
\$6.1 M to \$10 M		2 28.6%		5 71.4%				7 = 100%
Over \$10 M		5 45.5%		4 36.4%		2 18.2%		11 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$8K or Less		\$9K to \$11K		Over \$11K		Total Number of Respondents
Washington, D.C.		5 20.0%		14 56.0%		6 24.0%		25 = 100%
New York		5 62.5%		2 25.0%		1 12.5%		8 = 100%
Other Northeast South		2 28.6%		5 71.4%				7 = 100%
Chicago		4 36.4%		7 63.6%				11 = 100%
Other Midwest		4 80.0%		1 20.0%				5 = 100%
West/Southwest		1 25.0%		3 75.0%				4 = 100%

PRINTING AND MAILROOM SUPERVISOR

Responsible for supervising all in-house printing and mailroom activities. Usually oversees the work of a mail clerk and a printing machine operator. Helps in performing these duties whenever necessary.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$10K or Less	\$11K to \$13K	\$14K to \$16K	\$17K to \$18K	Over \$18K	Total Number of Respondents
Under \$500 K	3 42.9%	3 42.9%			1 14.3%	7 = 100%
\$500 K to \$999 K	3 60.0%	1 20.0%			1 20.0%	5 = 100%
\$1.0 M to \$1.5 M	2 14.3%	9 64.3%	3 21.4%			14 = 100%
\$1.6 M to \$3.0 M	6 26.1%	9 39.1%	3 13.0%	4 17.4%	1 4.3%	23 = 100%
\$3.1 M to \$6.0 M	4 14.3%	5 17.9%	10 35.7%	4 14.3%	5 17.9%	28 = 100%
\$6.1 M to \$10 M		5 31.3%	5 31.3%	2 12.5%	4 25.0%	16 = 100%
Over \$10 M		2 12.5%	5 31.3%	5 31.3%	4 25.0%	16 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$10K or Less	\$11K to \$13K	\$14K to \$16K	\$17K to \$18K	Over \$18K	Total Number of Respondents
Washington, D.C.	8 15.7%	12 23.5%	14 27.5%	6 11.8%	11 21.6%	51 = 100%
New York	2 11.1%	4 22.2%	6 33.3%	5 27.8%	1 5.6%	18 = 100%
Other Northeast South	2 14.3%	7 50.0%	2 14.3%	1 7.1%	2 14.3%	14 = 100%
Chicago	3 20.0%	6 40.0%	3 20.0%	2 13.3%	1 6.7%	15 = 100%
Other Midwest	3 42.9%	2 28.6%	1 14.3%		1 14.3%	7 = 100%
West/Southwest		3 75.0%		1 25.0%		4 = 100%

MAIL/SUPPLY CLERK

Responsible for a variety of duties required to process incoming and outgoing mail. Duties include maintaining postage and other related supplies and running errands. Often has the responsibility for ordering and maintaining all office supplies in accordance with established purchasing procedures and approval of purchasing agent.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$8K or Less		\$9K to \$11K		\$12K to \$14K		Over \$14K		Total Number of Respondents
Under \$500 K		3 37.5%		4 50.0%		1 12.5%				8 = 100%
\$500 K to \$999 K		1 8.3%		9 75.0%		2 16.7%				12 = 100%
\$1.0 M to \$1.5 M		6 20.7%		15 51.7%		8 27.6%				29 = 100%
\$1.6 M to \$3.0 M		2 6.5%		18 58.1%		9 29.0%		2 6.5%		31 = 100%
\$3.1 M to \$6.0 M				24 61.5%		14 35.9%		1 2.6%		39 = 100%
\$6.1 M to \$10 M		1 6.3%		8 50.0%		7 43.8%				16 = 100%
Over \$10 M		1 5.6%		9 50.0%		5 27.8%		3 16.7%		18 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$8K or Less		\$9K to \$11K		\$12K to \$14K		Over \$14K		Total Number of Respondents
Washington, D.C.		4 6.1%		37 56.1%		22 33.3%		3 4.5%		66 = 100%
New York		2 8.3%		13 54.2%		8 33.3%		1 4.2%		24 = 100%
Other Northeast South		1 7.1%		10 71.4%		2 14.3%		1 7.1%		14 = 100%
Chicago		3 11.1%		12 44.4%		11 40.7%		1 3.7%		27 = 100%
Other Midwest		3 23.1%		9 69.2%		1 7.7%				13 = 100%
West/Southwest		1 12.5%		6 75.0%		1 12.5%				8 = 100%

PRINTING MACHINE OPERATOR

Operates offset duplicating machine and other printing equipment. Cleans and adjusts equipment as required. Maintains printing schedule and records.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$13K or Less		\$14K to \$16K		\$17K to \$18K		Over \$18K		Total Number of Respondents
Under \$500 K		2 50.0%		1 25.0%				1 25.0%		4 = 100%
\$500 K to \$999 K				NO DATA						
\$1.0 M to \$1.5 M		5 83.3%		1 16.7%						6 = 100%
\$1.6 M to \$3.0 M		7 63.6%		2 18.2%		1 9.1%		1 9.1%		11 = 100%
\$3.1 M to \$6.0 M		12 54.5%		7 31.8%		3 13.6%				22 = 100%
\$6.1 M to \$10 M		4 36.4%		6 54.5%		1 9.1%				11 = 100%
Over \$10 M		6 33.3%		8 44.4%		3 16.7%		1 5.6%		18 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$13K or Less		\$14K to \$16K		\$17K to \$18K		Over \$18K		Total Number of Respondents
Washington, D.C.		12 44.4%		12 44.4%		2 7.4%		1 3.7%		27 = 100%
New York		6 60.0%		3 30.0%		1 10.0%				10 = 100%
Other Northeast South		8 66.7%		2 16.7%				2 16.7%		12 = 100%
Chicago		5 41.7%		4 33.3%		3 25.0%				12 = 100%
Other Midwest		2 40.0%		1 20.0%		2 40.0%				5 = 100%
West/Southwest		3 50.0%		3 50.0%						6 = 100%

KEYPUNCH OPERATOR

Operates an alphabetical or numerical keypunch to record precoded or readily usable data following generally standardized procedures.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$11K or Less		\$12K to \$14K		Over \$14K		Total Number of Respondents
Under \$500 K		2 100.0%						2 = 100%
\$500 K to \$999 K		1 100.0%						1 = 100%
\$1.0 M to \$1.5 M				1 100.0%				1 = 100%
\$1.6 M to \$3.0 M		2 50.0%		2 50.0%				4 = 100%
\$3.1 M to \$6.0 M		4 44.4%		5 55.6%				9 = 100%
\$6.1 M to \$10 M		3 60.0%		2 40.0%				5 = 100%
Over \$10 M		10 90.9%				1 9.1%		11 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$11K or Less		\$12K to \$14K		Over \$14K		Total Number of Respondents
Washington, D.C.		7 53.8%		6 46.2%				13 = 100%
New York		5 62.5%		2 25.0%		1 12.5%		8 = 100%
Other Northeast South		4 100.0%						4 = 100%
Chicago		4 66.7%		2 33.3%				6 = 100%
Other Midwest		1 100.0%						1 = 100%
West/Southwest		1 100.0%						1 = 100%

CRT OPERATOR

Operates a CRT Display Unit to record, verify, and enter into the computer precoded or uncoded data working from a variety of source materials.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$8K or Less	\$9K to \$11K	\$12K to \$14K	\$15K to \$17K	Over \$17K	Total Number of Respondents
Under \$500 K	1 50.0%	1 50.0%	1 50.0%	1 50.0%	1 50.0%	2 = 100%
\$500 K to \$999 K	1 20.0%	4 80.0%	1 50.0%	1 50.0%	1 50.0%	5 = 100%
\$1.0 M to \$1.5 M	1 20.0%	4 80.0%	1 16.7%	1 16.7%	1 16.7%	6 = 100%
\$1.6 M to \$3.0 M	2 20.0%	3 30.0%	5 50.0%	1 10.0%	1 10.0%	10 = 100%
\$3.1 M to \$6.0 M	3 15.0%	8 40.0%	7 35.0%	2 10.0%	1 5.0%	20 = 100%
\$6.1 M to \$10 M	1 10.0%	8 88.9%	1 11.1%	1 10.0%	1 10.0%	9 = 100%
Over \$10 M	1 10.0%	5 50.0%	2 20.0%	1 10.0%	1 10.0%	10 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	\$8K or Less	\$9K to \$11K	\$12K to \$14K	\$15K to \$17K	Over \$17K	Total Number of Respondents
Washington, D.C.	2 7.7%	11 42.3%	10 38.5%	1 3.8%	2 7.7%	26 = 100%
New York	1 14.3%	3 42.9%	3 42.9%	1 14.3%	1 14.3%	7 = 100%
Other Northeast South	3 30.0%	6 60.0%	1 10.0%	1 10.0%	1 10.0%	10 = 100%
Chicago	1 7.1%	9 64.3%	3 21.4%	1 7.1%	1 7.1%	14 = 100%
Other Midwest	1 25.0%	3 75.0%	1 25.0%	1 25.0%	1 25.0%	4 = 100%
West/Southwest	1 100.0%	1 100.0%	1 100.0%	1 100.0%	1 100.0%	1 = 100%

WORD PROCESSING OPERATOR

Responsible for operation of automatic word processing equipment. May occasionally perform other typing or related duties.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$11K or Less		\$12K to \$14K		Over \$14K		Total Number of Respondents
Under \$500 K		1 100.0%						1 = 100%
\$500 K to \$999 K				2 66.7%		1 33.3%		3 = 100%
\$1.0 M to \$1.5 M		5 45.5%		5 45.5%		1 9.1%		11 = 100%
\$1.6 M to \$3.0 M		8 35.3%		10 58.8%		1 5.9%		17 = 100%
\$3.1 M to \$6.0 M		3 12.0%		17 68.0%		5 20.0%		25 = 100%
\$6.1 M to \$10 M		8 53.3%		6 40.0%		1 6.7%		15 = 100%
Over \$10 M		2 12.5%		10 62.5%		4 25.0%		16 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$11K or Less		\$12K to \$14K		Over \$14K		Total Number of Respondents
Washington, D.C.		6 14.3%		28 66.7%		8 19.0%		42 = 100%
New York		1 10.0%		8 80.0%		1 10.0%		10 = 100%
Other Northeast South		6 66.7%		3 33.3%				9 = 100%
Chicago		4 26.7%		8 53.3%		3 20.0%		15 = 100%
Other Midwest		5 83.3%		1 16.7%				6 = 100%
West/Southwest		2 33.3%		3 50.0%		1 16.7%		6 = 100%

RECEPTIONIST/SWITCHBOARD OPERATOR

Performs reception and switchboard functions for the association. May carry out other clerical and general typing tasks as assigned.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$8K or Less		\$9K to \$11K		Over \$11K		Total Number of Respondents
Under \$500 K		4 30.8%		9 69.2%				13 = 100%
\$500 K to \$999 K				16 88.9%		2 11.1%		18 = 100%
\$1.0 M to \$1.5 M		5 15.2%		23 69.7%		5 15.2%		33 = 100%
\$1.6 M to \$3.0 M		2 4.7%		33 76.7%		8 18.6%		43 = 100%
\$3.1 M to \$6.0 M		4 9.5%		27 64.3%		11 26.2%		42 = 100%
\$6.1 M to \$10 M		1 5.6%		13 72.7%		4 22.2%		18 = 100%
Over \$10 M		6 30.0%		13 65.0%		1 5.0%		20 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION		\$8K or Less		\$9K to \$11K		Over \$11K		Total Number of Respondents
Washington, D.C.		5 5.6%		55 61.1%		30 33.3%		90 = 100%
New York		2 9.1%		15 68.2%		5 22.7%		22 = 100%
Other Northeast South		2 9.1%		18 81.8%		2 9.1%		22 = 100%
Chicago		1 3.4%		22 75.9%		6 20.7%		29 = 100%
Other Midwest		5 35.7%		8 57.1%		1 7.1%		14 = 100%
West/Southwest		1 10.0%		9 90.0%				10 = 100%

WASHINGTON AREA SALARIES

The large number of associations located in the Washington, D.C. area creates the need for a special subsection further detailing their salary data. The tables that follow break down the salaries paid by D.C.-based associations according to size of operating budget.

In assessing these results, it is important to remember that they are based on a much smaller set of respondents—the 107 associations headquartered in the Washington, D.C. metropolitan area. Specific median salaries for administrative, program and publications positions are indicated by the bottom figure in the block to the far right. This smaller data base also accounts for several instances where specific salary medians do not increase regularly with budget size.

Nevertheless, these tables provide very specific results which should prove useful to the comparison of association salaries within the Washington, D.C. area. The patterns outlined for all associations prevail in this subsection as well. Salaries for top-level executives have the broadest range. Managerial positions vary most directly with budget size. Salary disparities in program and administrative support positions are significantly lower across the budget spectrum.

WASHINGTON AREA SALARIES BY BUDGET SIZE

CHIEF ADMINISTRATIVE OFFICER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$35K or Less	\$36K to \$40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$55K	\$56K to \$60K	\$61K to \$65K	\$66K to \$75K	\$76K to \$85K	Over \$86K	Total Response
											Median Salary
Under \$500 K	11	1	4	2	2	1	1	2			24 = 100%
	45.8%	4.2%	16.7%	8.3%	8.3%	4.2%	4.2%	8.3%			\$41,202
\$500 K to \$999 K	1	5	6	5	4	2	2	1			26 = 100%
	3.8%	19.2%	23.0%	19.2%	15.6%	7.8%	7.8%	3.8%			\$46,450
\$1.0 M to \$1.5 M	1		3	8	6	1	3	2	1	1	26 = 100%
	3.8%		11.5%	30.8%	23.0%	3.8%	11.5%	7.8%	3.8%	3.8%	\$53,241
\$1.6 M to \$3.0 M	1		1	7	3	4	3	3	2		24 = 100%
	4.2%		4.2%	29.2%	12.5%	16.7%	12.5%	12.5%	8.3%		\$53,700
Over \$3.0 M	1			1	2	4	2	7	9	7	33 = 100%
	3.0%			3.0%	6.1%	12.1%	6.1%	21.2%	27.2%	21.2%	\$75,000

DEPUTY CHIEF ADMINISTRATIVE OFFICER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$25K or Less	\$26K to \$30K	\$31K to \$40K	\$41K to \$45K	\$46K to \$50K	\$51K to \$60K	\$61K to \$70K	\$71K to \$75K	Over \$76K	Total Response
										Median Salary
Under \$500 K	4	5	1		1				1	12 = 100%
	33.3%	41.7%	8.3%		8.3%				8.3%	\$26,000
\$500 K to \$999 K	2	7	6		1					16 = 100%
	12.5%	43.8%	37.5%		6.3%					\$30,000
\$1.0 M to \$1.5 M	1	3	4		6			1		15 = 100%
	6.7%	20.0%	26.7%		40.0%			6.7%		\$40,000
\$1.6 M to \$3.0 M			3	4	3	2			1	13 = 100%
			23.1%	30.8%	23.1%	15.4%			7.7%	\$42,935
Over \$3.0 M				2	5	6	3	3	3	22 = 100%
				9.1%	22.7%	27.3%	13.6%	13.6%	13.6%	\$59,032

WASHINGTON AREA SALARIES BY BUDGET SIZE

CHIEF BUSINESS OFFICER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$45K	\$46K to \$50K	Over \$50K	Total Response	
								Median Salary	
Under \$500 K	5 55.6%	2 22.2%					2 22.2%	9 = 100%	\$21,500
\$500 K to \$999 K	3 30.0%	3 30.0%		2 20.0%	2 20.0%			10 = 100%	\$21,708
\$1.0 M to \$1.5 M			8 66.7%	1 8.3%	2 16.7%	1 8.3%		12 = 100%	\$29,200
\$1.6 M to \$3.0 M	1 5.3%	1 5.3%	7 36.8%	2 10.5%	5 26.3%	1 5.3%	2 10.5%	19 = 100%	\$31,199
Over \$3.0 M		1 5.6%	1 5.6%	2 11.1%	4 22.2%	5 27.8%	5 27.8%	18 = 100%	\$48,000

CHIEF FINANCE OFFICER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$45K	Over \$46K	Total Response	
							Median Salary	
Under \$500 K			INSUFFICIENT RESPONSE					
\$500 K to \$999 K	3 75.0%	1 25.0%					4 = 100%	\$18,076
\$1.0 M to \$1.5 M	2 28.6%	4 57.1%	1 14.3%				7 = 100%	\$25,321
\$1.6 M to \$3.0 M				2 66.7%	1 33.3%		3 = 100%	\$33,670
Over \$3.0 M		1 4.8%	3 14.3%	5 23.8%	6 28.6%	6 28.6%	21 = 100%	\$41,500

WASHINGTON AREA SALARIES BY BUDGET SIZE

ACCOUNTING MANAGER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$15K or Less	\$16K to \$20K		\$21K to \$25K		\$26K to \$30K		\$31K to \$35K		Over \$36K		Total Response
													Median Salary
Under \$500 K			2 75.0%								1 25.0%		3 = 100% \$17,500
\$500 K to \$999 K		1 25.0%	2 75.0%										3 = 100% \$18,510
\$1.0 M to \$1.5 M			5 83.3%		1 16.7%								6 = 100% \$18,435
\$1.6 M to \$3.0 M			2 18.2%		6 54.5%		3 27.3%						11 = 100% \$22,333
Over \$3.0 M		1 3.8%	7 25.9%		7 25.9%		4 14.8%		5 18.5%		3 11.1%		27 = 100% \$22,350

ACCOUNTANT

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$10K or Less	\$11K to \$15K		\$16K to \$20K		\$21K to \$25K		\$26K to \$30K		Over \$31K		Total Response
													Median Salary
Under \$500 K		3 42.9%	1 14.3%		2 28.6%				1 14.3%				7 = 100% \$16,350
\$500 K to \$999 K			7 58.3%		3 25.0%		2 16.7%						12 = 100% \$15,000
\$1.0 M to \$1.5 M			6 46.2%		5 38.5%		2 15.4%						13 = 100% \$16,550
\$1.6 M to \$3.0 M			6 54.6%		5 45.4%								11 = 100% \$15,185
Over \$3.0 M			4 21.1%		8 42.1%		5 26.3%		1 5.3%		1 5.3%		19 = 100% \$20,000

WASHINGTON AREA SALARIES BY BUDGET SIZE

CHIEF ADMINISTRATIVE SERVICES OFFICER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$20K or Less		\$21K to \$25K		\$26K to \$30K		\$31K to \$35K		\$36K to \$40K		Over \$40K		Total Response
														Median Salary
Under \$500 K														
\$500 K to \$999 K		3 60.0%		1 20.0%		1 20.0%								5 = 100% \$18,974
\$1.0 M to \$1.5 M				2 75.0%				1 25.0%						3 = 100% \$22,750
\$1.6 M to \$3.0 M														
Over \$3.0 M		1 5.3%		2 10.5%		4 21.1%		3 15.8%		4 21.1%		5 26.3%		19 = 100% \$33K

OFFICE MANAGER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$15K or Less		\$16K to \$20K		\$21K to \$25K		Over \$26K		Total Response
										Median Salary
Under \$500 K		4 80.0%		1 20.0%						5 = 100% \$14,305
\$500 K to \$999 K				3 100.0%						3 = 100% \$19,000
\$1.0 M to \$1.5 M										
\$1.6 M to \$3.0 M		4 66.7%		1 16.7%		1 16.7%				6 = 100% \$15,400
Over \$3.0 M		2 15.4%		5 38.5%		3 23.1%		3 23.1%		13 = 100% \$21,000

WASHINGTON AREA SALARIES BY BUDGET SIZE

PERSONNEL DIRECTOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$31K	Total Response	
							Median Salary
Under \$500 K			INSUFFICIENT RESPONSE				
\$500 K to \$999 K			INSUFFICIENT RESPONSE				
\$1.0 M to \$1.5 M	1 50.0%	1 50.0%					2 = 100% \$19,000
\$1.5 M to \$3.0 M		2 100.0%					2 = 100% \$16,800
Over \$3.0 M	2 11.1%	6 33.3%	6 33.3%	1 5.6%	3 16.7%		18 = 100% \$23,500

DIRECTOR, MEMBERSHIP RECORDS

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$31K					Total Response
										Median Salary
Under \$500 K	6 75.0%	1 12.5%			1 12.5%					8 = 100% \$12,800
\$500 K to \$999 K	8 66.7%	2 16.7%	1 8.3%		1 8.3%					12 = 100% \$15,000
\$1.0 M to \$1.5 M	5 29.4%	7 41.2%	3 17.6%	2 11.8%						17 = 100% \$17,530
\$1.5 M to \$3.0 M	4 28.6%	4 28.6%	4 28.6%	1 7.2%	1 7.2%					14 = 100% \$18,350
Over \$3.0 M	1 5.0%	5 25.0%	7 35.0%	2 10.0%	5 25.0%					20 = 100% \$25,000

SALARY LEVEL

SALARY LEVEL												
SIZE OF ANNUAL OPERATING BUDGET		\$15K or Less		\$16K to \$20K		\$21K to \$25K		\$26K to \$30K		Over \$31K		Total Response
												Median Salary
Under \$500 K					INSUFFICIENT RESPONSE							
\$500 K to \$999 K					INSUFFICIENT RESPONSE							
\$1.0 M to \$1.5 M		2 100.0%										2 = 100% \$13,204
\$1.6 M to \$3.0 M				1 14.3%		3 42.9%		1 14.3%		2 28.6%		7 = 100% \$25,893
Over \$3.0 M				1 5.3%		2 10.5%		10 52.6%		6 31.6%		19 = 100% \$29,430

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$31K	Total Response	
						Median Salary	
Under \$500 K			INSUFFICIENT RESPONSE				
\$500 K to \$999 K			INSUFFICIENT RESPONSE				
\$1.0 M to \$1.5 M			INSUFFICIENT RESPONSE				
\$1.6 M to \$3.0 M	1 25.0%	1 25.0%	1 25.0%		1 25.0%	4 = 100%	\$20,474
Over \$3.0 M	2 12.5%	7 43.8%	4 25.0%	2 12.6%	1 6.3%	16 = 100%	\$20,917

WASHINGTON AREA SALARIES BY BUDGET SIZE

CHIEF PROGRAM OFFICER

SALARY LEVEL

SIZE OF ANNUAL OPERAT'N BUDGET	\$25K or Less	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$50K	\$51K to \$60K	Over \$61K		Total Response
									Median Salary
Under \$500 K			INSUFFICIENT RESPONSE						
\$500 K to \$999 K		2 40.0%	3 60.0%						5 = 100% \$31,230
\$1.0 M to \$1.5 M	3 27.3%	1 9.1%	2 18.2%	3 27.3%	1 9.1%	1 9.1%			11 = 100% \$34,100
\$1.6 M to \$3.0 M	1 14.3%	1 14.3%	1 14.3%	2 28.6%	2 28.6%				7 = 100% \$33,237
Over \$3.0 M		1 5.3%	1 5.3%	2 10.5%	6 31.6%	6 31.6%	3 15.8%		19 = 100% \$40,120

DIRECTOR OF RESEARCH

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$25K or Less	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	Over \$41K				Total Response
									Median Salary
Under \$500 K	1 33.3%	2 66.7%							3 = 100% \$28,160
\$500 K to \$999 K	4 80.0%		1 20.0%						5 = 100% \$22,000
\$1.0 M to \$1.5 M	3 60.0%	1 20.0%	1 20.0%						5 = 100% \$25,000
\$1.6 M to \$3.0 M		2 25.0%	3 37.5%	3 37.5%					8 = 100% \$33,790
Over \$3.0 M		7 46.7%	3 20.0%	5 33.3%					15 = 100% \$39,250

WASHINGTON AREA SALARIES BY BUDGET SIZE

LEGAL COUNSEL

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$35K or Less	\$36K to \$40K	\$41K to \$50K	\$51K to \$60K	Over \$61K	Total Response	
						Median Salary	
Under \$500 K	2 66.7%			1 33.3%		3 = 100%	\$47,028
\$500 K to \$999 K	2 50.0%	2 50.0%				4 = 100%	\$35,768
\$1.0 M to \$1.5 M			INSUFFICIENT RESPONSE				
\$1.6 M to \$3.0 M	1 50.0%	1 50.0%				2 = 100%	\$34,221
Over \$3.0 M	1 6.7%	4 26.7%	5 33.3%	3 20.0%	2 13.3%	15 = 100%	\$48,000

DIRECTOR OF GOVERNMENT RELATIONS

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$25K or Less	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$45K	\$46K to \$55K	\$56K to \$65K	Over \$66K	Total Response	
									Median Salary	
Under \$500 K	1 25.0%	1 25.0%		1 25.0%		1 25.0%			4 = 100%	\$29,000
\$500 K to \$999 K	1 25.0%	1 25.0%	1 25.0%	1 25.0%					4 = 100%	\$30,750
\$1.0 M to \$1.5 M	3 42.9%	1 14.3%	2 28.6%			1 14.3%			7 = 100%	\$28,250
\$1.6 M to \$3.0 M	1 9.1%	1 9.1%	2 18.2%	3 27.3%	3 27.3%	1 9.1%			11 = 100%	\$38,000
Over \$3.0 M	2 7.4%		3 11.1%	9 33.3%	3 11.1%	4 14.8%	3 11.1%	3 11.1%	27 = 100%	\$41,909

WASHINGTON AREA SALARIES BY BUDGET SIZE

DIRECTOR/COORDINATOR OF GRANTS

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$30K or Less		\$31K to \$35K		\$36K to \$45K		Over \$46K		Total Response
										Median Salary
Under \$500 K				INSUFFICIENT RESPONSE						
\$500 K to \$999 K				INSUFFICIENT RESPONSE						
\$1.0 M to \$1.5 M		1		1		1				3 = 100%
		33.3%		33.3%		33.3%				\$32,000
\$1.6 M to \$3.0 M		2		1						3 = 100%
		66.7%		33.3%						\$27,500
Over \$3.0 M		1		3		2		2		8 = 100%
		12.5%		37.5%		25.0%		25.0%		\$34,000

PROGRAM SPECIALIST

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K		Over \$36K		Total Response
										Median Salary
Under \$500 K		1 33.3%						2 66.7%		3 = 100% (Not Available)
\$500 K to \$999 K		2 33.3%	2 33.3%	1 16.7%	1 16.7%					6 = 100% \$17,207
\$1.0 M to \$1.5 M		1 10.0%	1 10.0%	2 20.0%	4 40.0%	1 10.0%		1 10.0%		10 = 100% \$26,000
\$1.6 M to \$3.0 M			4 36.4%	2 18.2%	3 27.3%	1 9.1%		1 9.1%		11 = 100% \$26,000
Over \$3.0 M			3 15.8%	3 15.8%	6 31.6%	4 21.1%		3 15.8%		19 = 100% \$27,200

WASHINGTON AREA SALARIES BY BUDGET SIZE

PROGRAM ASSISTANT

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$10K or Less		\$11K to \$15K		\$16K to \$20K		Over \$20K		Total Response
										Median Salary
Under \$500 K				INSUFFICIENT RESPONSE						
\$500 K to \$999 K		1 33.3%		1 33.3%		1 33.3%				3 = 100% \$12,902
\$1.0 M to \$1.5 M				5 71.4%		2 28.6%				7 = 100% \$15,149
\$1.6 M to \$3.0 M		1 16.7%		2 33.3%		1 16.7%		2 33.3%		6 = 100% \$15,600
Over \$3.0 M				3 23.1%		6 46.2%		4 30.8%		13 = 100% \$18,850

LIBRARIAN

SALARY LEVEL

SALARY LEVEL										
SIZE OF ANNUAL OPERATING BUDGET		\$15K or Less		\$16K to \$20K		\$21K to \$25K		Over \$26K		Total Response
										Median Salary
Under \$500 K				INSUFFICIENT RESPONSE						
\$500 K to \$999 K				INSUFFICIENT RESPONSE						
\$1.0 M to \$1.5 M				INSUFFICIENT RESPONSE						
\$1.6 M to \$3.0 M		3 60.0%		2 40.0%						5 = 100% \$15,896
Over \$3.0 M		5 29.4%		4 23.5%		7 41.2%		1 5.9%		17 = 100% \$20,000

WASHINGTON AREA SALARIES BY BUDGET SIZE

DIRECTOR OF MEMBERSHIP DEVELOPMENT/SERVICES

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$20K or Less		\$21K to \$25K		\$26K to \$30K		\$31K to \$35K		Over \$36K		Total Response
												Median Salary
Under \$500 K				INSUFFICIENT RESPONSE								
\$500 K to \$999 K		3 50.0%		1 16.7%		2 33.3%						6 = 100% \$23,000
\$1.0 M to \$1.5 M				1 16.7%		3 50.0%		1 16.7%		1 16.7%		6 = 100% \$27,438
\$1.6 M to \$3.0 M		1 16.7%		1 16.7%		1 16.7%		2 33.3%		1 16.7%		6 = 100% \$30,156
Over \$3.0 M				2 13.3%		2 13.3%		4 26.7%		7 46.7%		15 = 100% \$35,000

DIRECTOR OF PUBLIC RELATIONS/PUBLIC INFORMATION

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$50K	Over \$51K				Total Response
											Median Salary
Under \$500 K		2 66.7%					1 33.3%				3 = 100% \$38,776
\$500 K to \$999 K	2 40.0%	1 20.0%	1 20.0%	1 20.0%							5 = 100% \$25,000
\$1.0 M to \$1.5 M	1 20.0%	2 40.0%		1 20.0%		1 20.0%					5 = 100% \$24,500
\$1.6 M to \$3.0 M	1 11.1%	3 33.3%	3 33.3%	1 11.1%	1 11.1%						9 = 100% \$28,250
Over \$3.0 M	2 8.0%	2 8.0%	4 16.0%	4 16.0%	5 20.0%	2 8.0%	6 24.0%				25 = 100% \$38,000

WASHINGTON AREA SALARIES BY BUDGET SIZE

CONFERENCE/ANNUAL MEETING DIRECTOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$20K or Less		\$21K to \$25K		\$26K to \$30K		\$31K to \$35K		\$36K to \$40K		Over \$41K		Total Response
														Median Salary
Under \$500 K					INSUFFICIENT RESPONSE									
\$500 K to \$999 K		1		3		1								5 = 100%
		20.0%		60.0%		20.0%								\$22,300
\$1.0 M to \$1.5 M		2		3		2		1						8 = 100%
		25.0%		37.5%		25.0%		12.5%						\$22,500
\$1.6 M to \$3.0 M		1		4		3		3		1				12 = 100%
		8.3%		33.3%		25.0%		25.0%		8.3%				\$26,500
Over \$3.0 M		2		2		3		2		5		7		21 = 100%
		9.5%		9.5%		14.3%		9.5%		23.8%		33.3%		\$37,800

CONFERENCE COORDINATOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$15K or Less		\$16K to \$20K		\$21K to \$25K		Over \$26K		Total Response
										Median Salary
Under \$500 K		3 75.0%		1 25.0%						4 = 100% \$15,100
\$500 K to \$999 K		3 50.0%		3 50.0%						6 = 100% \$14,000
\$1.0 M to \$1.5 M		1 12.5%		5 62.5%		1 12.5%		1 12.5%		8 = 100% \$17,900
\$1.6 M to \$3.0 M		2 28.6%		3 42.9%		1 14.3%		1 14.3%		7 = 100% \$18,823
Over \$3.0 M				9 42.9%		9 42.9%		3 14.3%		21 = 100% \$20,518

WASHINGTON AREA SALARIES BY BUDGET SIZE

CHIEF PUBLICATIONS OFFICER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$20K or Less	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	\$36K to \$40K	\$41K to \$50K	Over \$51K	Total Response
								Median Salary
Under \$500 K	2 50.0%		1 25.0%	1 25.0%				4 = 100% \$26,655
\$500 K to \$999 K	3 42.9%	1 14.3%	1 14.3%	2 28.6%				7 = 100% \$28,000
\$1.0 M to \$1.5 M	3 27.3%	3 27.3%	5 45.5%					11 = 100% \$24,000
\$1.6 M to \$3.0 M	1 6.7%	2 13.3%	3 20.0%	4 26.7%	2 13.3%	3 20.0%		15 = 100% \$32,899
Over \$3.0 M		2 7.1%	5 17.9%		7 25.0%	8 28.6%	6 21.4%	28 = 100% \$40,757

EDITORIAL MANAGER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	Over \$31K	Total Response
						Median Salary
Under \$500 K			INSUFFICIENT RESPONSE			
\$500 K to \$999 K	1 50.0%			1 50.0%		2 = 100% \$18,138
\$1.0 M to \$1.5 M	1 12.5%	3 37.5%	4 50.0%			8 = 100% \$20,401
\$1.6 M to \$3.0 M	2 28.6%	1 14.3%	3 42.9%	1 14.3%		7 = 100% \$18,834
Over \$3.0 M	1 4.8%	4 19.0%	5 23.8%	6 28.6%	5 23.8%	21 = 100% \$25,838

WASHINGTON AREA SALARIES BY BUDGET SIZE

EDITOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$15K or Less	\$16K to \$20K	\$21K to \$25K	\$26K to \$30K	\$31K to \$35K	Over \$36K		Total Response	
								Median Salary	
Under \$500 K			INSUFFICIENT RESPONSE						
\$500 K to \$999 K		2 50.0%	1 25.0%	1 25.0%				4 = 100%	\$23,000
\$1.0 M to \$1.5 M	2 23.1%	3 30.8%	4 40.0%	1 10.0%				10 = 100%	\$20,600
\$1.5 M to \$3.0 M	3 23.1%	4 30.8%	4 30.8%		1 7.7%	1 7.7%		13 = 100%	\$22,000
Over \$3.0 M	1 4.3%	3 13.0%	8 34.8%	3 13.0%	4 17.4%	4 17.4%		23 = 100%	\$24,076

ASSISTANT EDITOR

SALARY LEVEL

SALARY LEVEL										
SIZE OF ANNUAL OPERATING BUDGET		\$15K or Less		\$16K to \$20K		\$21K to \$25K		Over \$26K		Total Response
										Median Salary
Under \$500 K				INSUFFICIENT RESPONSE						
\$500 K to \$999 K		1 33.3%		2 66.7%						3 = 100% \$17,000
\$1.0 M to \$1.5 M		5 71.4%		2 28.6%						7 = 100% \$14,200
\$1.5 M to \$3.0 M		3 25.0%		8 66.7%		1 8.3%				12 = 100% \$17,000
Over \$3.0 M		7 36.4%		8 34.8%		3 13.0%		5 21.7%		23 = 100% \$17,124

WASHINGTON AREA SALARIES BY BUDGET SIZE

EDITORIAL ASSISTANT

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$10K or Less		\$11K to \$15K		\$16K to \$20K		Over \$25K		Total Response
										Median Salary
Under \$500 K			INSUFFICIENT RESPONSE							
\$500 K to \$999 K				5 83.3%		1 16.7%				8 = 100% \$13,968
\$1.0 M to \$1.5 M		1 14.3%		5 71.4%		1 14.3%				7 = 100% \$13,500
\$1.6 M to \$3.0 M		1 9.0%		8 72.7%		1 9.0%		1 9.0%		11 = 100% \$14,000
Over \$3.0 M				15 68.2%		5 22.7%		2 9.1%		22 = 100% \$13,500

MANAGER, ADVERTISING SALES

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$15K or Less		\$16K to \$20K		\$21K to \$25K		\$26K to \$30K		Over \$35K		Total Response
												Median Salary
Under \$500 K				INSUFFICIENT RESPONSE								
\$500 K to \$999 K		2 40.0%		3 60.0%								5 = 100% \$12,500
\$1.0 M to \$1.5 M		3 60.0%		1 20.0%						1 20.0%		5 = 100% \$14,500
\$1.6 M to \$3.0 M		4 38.4%		5 45.5%				2 18.2%				11 = 100% \$16,836
Over \$3.0 M				3 27.3%		3 27.3%		1 9.0%		4 36.4%		11 = 100% \$23,000

WASHINGTON AREA SALARIES BY BUDGET SIZE

ADMINISTRATIVE ASSISTANT/EXECUTIVE SECRETARY

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$10K or Less	\$11K to \$15K	\$16K to \$20K	\$21K to \$25K	Over \$26K	Total Number of Respondents
Under \$500 K	1 5.9%	11 64.7%	4 23.5%	1 5.9%		17 = 100%
\$500 K to \$999 K	1 4.8%	10 47.6%	9 42.9%	1 4.8%		21 = 100%
\$1.0 M to \$1.5 M		10 47.6%	7 33.3%	3 14.3%	1 4.8%	21 = 100%
\$1.6 M to \$3.0 M		2 10.0%	14 70.0%	2 10.0%	2 10.0%	20 = 100%
Over \$3.0 M			21 65.6%	8 25.0%	3 9.3%	32 = 100%

SENIOR SECRETARY

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$10K or Less	\$11K to \$15K	\$16K to \$20K	Over \$21K	Total Number of Respondents
Under \$500 K		7 87.5%		1 12.5%	8 = 100%
\$500 K to \$999 K	2 11.8%	13 76.5%	1 5.9%	1 5.9%	17 = 100%
\$1.0 M to \$1.5 M	1 5.6%	13 72.2%	3 16.7%	1 5.6%	18 = 100%
\$1.6 M to \$3.0 M		10 55.6%	7 38.9%	1 5.6%	18 = 100%
Over \$3.0 M		13 40.6%	17 53.1%	2 6.3%	32 = 100%

WASHINGTON AREA SALARIES BY BUDGET SIZE

JUNIOR SECRETARY

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$11K or Less	\$12K to \$14K	\$14K to \$17K	Over \$18K	Total Number of Respondents
Under \$500 K	3 75.0%	1 25.0%			4 = 100%
\$500 K to \$999 K	10 62.5%	3 18.8%	2 12.3%	1 6.3%	16 = 100%
\$1.0 M to \$1.5 M	6 40.0%	6 40.0%	3 20.0%		15 = 100%
\$1.6 M to \$3.0 M	4 25.0%	11 68.8%	1 6.3%		16 = 100%
Over \$3.0 M	4 12.9%	21 67.7%	5 16.1%	1 3.2%	31 = 100%

CLERK TYPIST

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	\$8K or Less	\$9K to \$11K	\$12K to \$14K	\$14K to \$17K	Total Number of Respondents
Under \$500 K	1 14.3%	5 71.4%	1 14.3%		7 = 100%
\$500 K to \$999 K	2 20.0%	6 60.0%	2 20.0%		10 = 100%
\$1.0 M to \$1.5 M		9 90.0%		1 10.0%	10 = 100%
\$1.6 M to \$3.0 M		14 93.3%	1 6.7%		15 = 100%
Over \$3.0 M		20 69.0%	7 24.1%	2 6.9%	29 = 100%

WASHINGTON AREA SALARIES BY BUDGET SIZE

DATA PROCESSING CLERK

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$11K or Less		\$12K to \$14K		\$14K to \$17K		Over \$18K		Total Number of Respondents
Under \$500 K		1 50.0%				1 50.0%				2 = 100%
\$500 K to \$999 K		3 50.0%		1 16.7%				2 33.3%		6 = 100%
\$1.0 M to \$1.5 M		2 28.6%		3 42.9%		1 14.3%		1 14.3%		7 = 100%
\$1.6 M to \$3.0 M		4 36.4%		6 64.5%		1 9.0%				11 = 100%
Over \$3.0 M		5 23.8%		14 66.7%		2 9.5%				21 = 100%

GENERAL CLERK SENIOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$8K or Less		\$9K to \$11K		\$12K to \$14K		\$14K to \$17K		Over \$18K		Total Number of Respondents
Under \$500 K		1 50.0%		1 50.0%								2 = 100%
\$500 K to \$999 K		1 12.5%		3 37.5%		4 50.0%						8 = 100%
\$1.0 M to \$1.5 M						3 60.0%		2 40.0%				5 = 100%
\$1.6 M to \$3.0 M		1 10.0%		5 50.0%		3 30.0%		1 10.0%				10 = 100%
Over \$3.0 M				7 30.4%		11 47.8%		3 13.0%		2 8.7%		23 = 100%

WASHINGTON AREA SALARIES BY BUDGET SIZE

GENERAL CLERK, JUNIOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$8K or Less		\$9K to \$11K		\$12K to \$14K		Total Number of Respondents
Under \$500 K			INSUFFICIENT RESPONSE					
\$500 K to \$999 K		1 33.3%		2 66.7%				3 = 100%
\$1.0 M to \$1.5 M				4 100.0%				4 = 100%
\$1.6 M to \$3.0 M				3 75.0%		1 25.0%		4 = 100%
Over \$3.0 M		1 5.9%		11 64.7%		5 29.4%		17 = 100%

ACCOUNTING CLERK

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$9K or \$11K		\$12K to \$14K		\$15K to \$17K		Total Number of Respondents
Under \$500 K				1 33.3%		2 66.7%		3 = 100%
\$500 K to \$999 K		4 80.0%		1 20.0%				5 = 100%
\$1.0 M to \$1.5 M		6 50.0%		6 50.0%				12 = 100%
\$1.6 M to \$3.0 M		7 43.8%		7 43.8%		2 12.5%		16 = 100%
Over \$3.0 M		8 25.8%		21 67.8%		2 6.5%		31 = 100%

WASHINGTON AREA SALARIES BY BUDGET SIZE

FILE CLERK

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$8K to Less		\$9K to \$11K		Over \$12K		Total Number of Respondents
Under \$500 K			INSUFFICIENT RESPONSE					
\$500 K to \$999 K			INSUFFICIENT RESPONSE					
\$1.0 M to \$1.5 M		1 25.0%		1 25.0%		2 50.0%		4 = 100%
\$1.6 M to \$3.0 M		2 40.0%		1 20.0%		2 40.0%		5 = 100%
Over \$3.0 M		1 6.7%		12 80.0%		2 13.3%		15 = 100%

PRINTING AND MAIL ROOM SUPERVISOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$10K or Less		\$11K to \$13K		\$14K to \$16K		\$16K to \$18K		Over \$19K		Total Number of Respondents
Under \$500 K		1 25.0%		2 50.0%						1 25.0%		4 = 100%
\$500 K to \$999 K		2 66.7%								1 33.3%		3 = 100%
\$1.0 M to \$1.5 M		1 16.7%		3 50.0%		2 33.3%						6 = 100%
\$1.6 M to \$3.0 M		3 25.0%		3 25.0%		3 25.0%		2 16.7%		1 8.3%		12 = 100%
Over \$3.0 M		1 3.0%		4 15.4%		9 34.6%		4 15.4%		8 30.8%		26 = 100%

WASHINGTON AREA SALARIES BY BUDGET SIZE

MAIL/SUPPLY CLERK

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$7K or Less		\$8K to \$10K		\$11K to \$14K		Over \$15K		Total Number of Respondents
Under \$500 K		1 33.3%		1 33.3%		1 33.3%				3 = 100%
\$500 K to \$999 K				4 80.0%		1 20.0%				5 = 100%
\$1.0 M to \$1.5 M		1 7.7%		10 76.9%		2 15.4%				13 = 100%
\$1.6 M to \$3.0 M		1 6.7%		8 53.3%		5 33.3%		1 6.7%		15 = 100%
Over \$3.0 M				14 48.3%		13 44.8%		2 6.9%		29 = 100%

PRINTING MACHINE OPERATOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$9K to \$11K		\$12K to \$14K		Over \$17K		Total Number of Respondents
Under \$500 K			INSUFFICIENT RESPONSE					
\$500 K to \$999 K			INSUFFICIENT RESPONSE					
\$1.0 M to \$1.5 M		2 66.7%		1 33.3%				3 = 100%
\$1.6 M to \$3.0 M		5 83.3%		1 16.7%				6 = 100%
Over \$3.0 M		5 29.4%		10 58.8%		2 11.8%		17 = 100%

WASHINGTON AREA SALARIES BY BUDGET SIZE

KEYPUNCH OPERATOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$8K or Less		\$9K to \$11K		\$12K to \$14K		Total Number of Respondents
Under \$500 K			INSUFFICIENT RESPONSE					
\$500 K to \$999 K		1 100.0%						1 = 100%
\$1.0 M to \$1.5 M						1 100.0%		1 = 100%
\$1.6 M to \$3.0 M				1 50.0%		1 50.0%		2 = 100%
Over \$3.0 M				5 55.5%		4 45.5%		9 = 100%

CRT OPERATOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$8K or Less		\$9K to \$11K		\$12K to \$14K		Over \$15K		Total Number of Respondents
Under \$500 K				INSUFFICIENT RESPONSE						
\$500 K to \$999 K		1 50.0%		1 50.0%						2 = 100%
\$1.0 M to \$1.5 M				3 60.0%		1 20.0%		1 20.0%		5 = 100%
\$1.6 M to \$3.0 M		1 20.0%		2 40.0%		2 40.0%				5 = 100%
Over \$3.0 M				5 35.7%		7 50.0%		2 14.3%		14 = 100%

WASHINGTON AREA SALARIES BY BUDGET SIZE

WORD PROCESSING OPERATOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$9K to \$11K		\$12K to \$14K		\$15K to \$17K		Over \$18K		Total Number of Respondents
Under \$500 K				INSUFFICIENT RESPONSE						
\$500 K to \$999 K				1 50.0%		1 50.0%				2 = 100%
\$1.0 M to \$1.5 M		4 57.1%		2 28.6%		1 14.3%				7 = 100%
\$1.6 M to \$3.0 M		1 12.5%		6 75.0%		1 12.5%				8 = 100%
Over \$3.0 M		1 4.2%		13 75.0%		3 12.5%		2 8.3%		24 = 100%

RECEPTIONIST/SWITCHBOARD OPERATOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET		\$8K or Less		\$9K to \$11K		\$12K to \$14K		Total Number of Respondents
Under \$500 K		2 28.6%		5 71.4%				7 = 100%
\$500 K to \$999 K				10 83.3%		2 16.7%		12 = 100%
\$1.0 M to \$1.5 M		2 10.5%		13 60.4%		4 21.1%		19 = 100%
\$1.6 M to \$3.0 M		1 5.3%		11 57.9%		7 36.8%		19 = 100%
Over \$3.0 M				16 50.0%		16 50.0%		32 = 100%

SECTION IV

BENEFITS

IV. BENEFITS

Non-salary compensation is an increasingly important part of the way in which educational and professional associations remunerate their employees. This section outlines the benefits which respondents provide to their staffs, reporting the frequency and the levels of employee benefits. Most of the items included here do not vary significantly according to the size of the association's budget, so data in this section have been aggregated for all respondents.

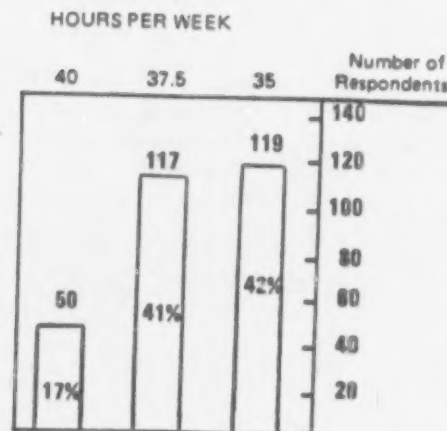
Benefits will, however, often vary with an employee's position in the association. Many of the tables will divide results for three different position levels, the chief administrative officer, other top executives, and all other association staff members.

Two benefits that apply equally to all staff, regardless of position, are the length of the work week and the number of paid holidays. They are outlined in *Tables IV-1* and *IV-2*, respectively.

The *WORK WEEK* is shorter than 40 hours in 83% of the associations which responded. Shorter work hours represent a significant benefit in kind; associations as a whole appear to be relatively generous with this form of non-salary compensation.

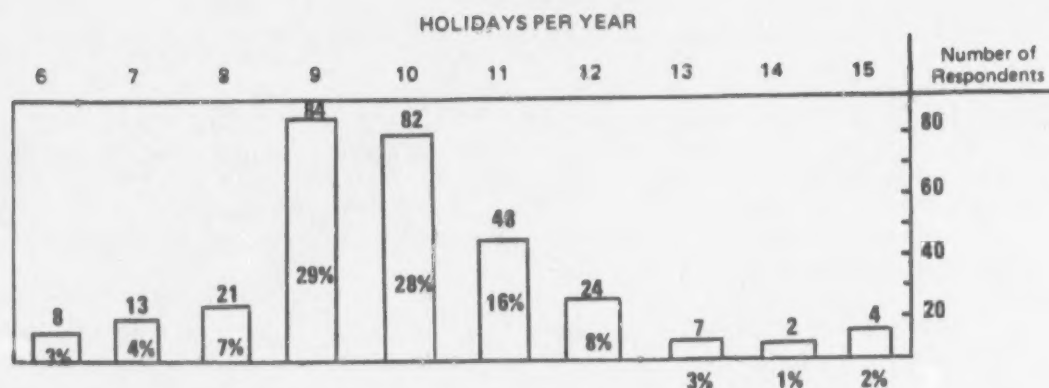
TABLE IV-1

WORK WEEK



PAID HOLIDAYS are a similar in kind benefit. Most respondents offered somewhere between nine and 11 paid holidays per year.

TABLE IV-2
PAID HOLIDAYS



ANNUAL LEAVE varies so greatly among associations and positions that a simple compilation of the data is difficult. *Table IV-3* provides a series of results; each table refers to a different length of annual leave, breaking down the seniority requirements for each of the three different position levels. Percentages are not really appropriate since the same association may offer different vacation lengths after different lengths of service. So the numbers in the bars are the actual number of associations in each leave category.

Vacations shorter than two weeks and longer than four weeks are not determined by employee position. One week vacations are almost as common among new chief administrators as among new non-executive staff. Five and six week vacations are provided with equal frequency to all employee levels.

Position makes the biggest difference in determining whether leave benefits will total to two, three or four weeks per year. Chief administrators and other executives acquire four weeks of paid vacation much more quickly than other staff members do. Non-executive staff tend to begin with two weeks of leave after a year of service, progressing to three or four weeks after several more years.

TABLE IV-3a

1 WEEK VACATION

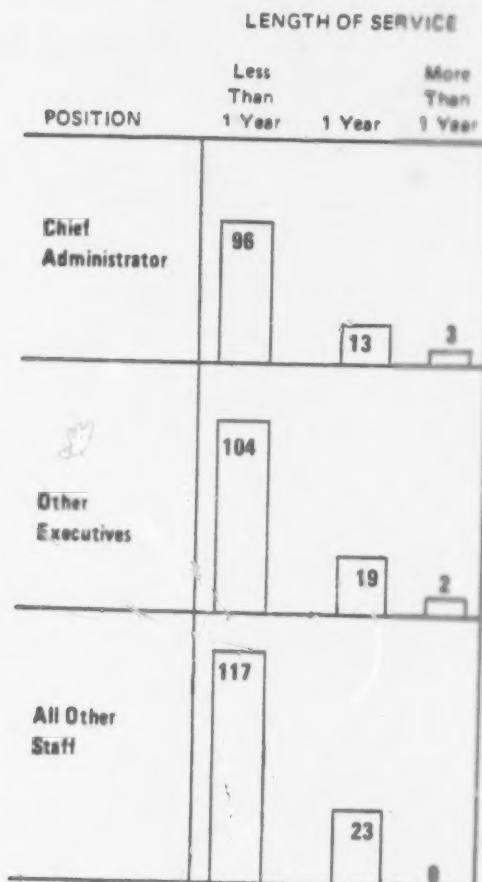
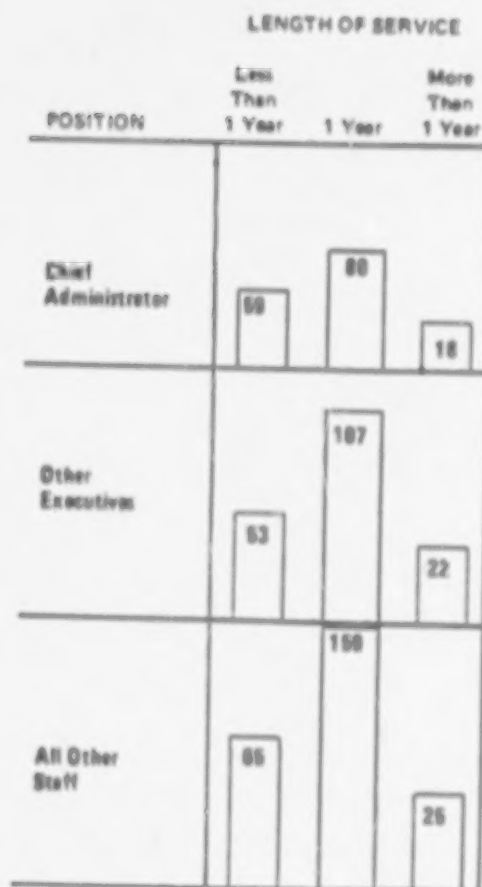


TABLE IV-3b

2 WEEKS VACATION



NOTE: Numbers in bars = numbers of respondents.

TABLE IV-3c

3 WEEKS VACATION

LENGTH OF SERVICE

POSITION	Less Than 1 Year	1 Year	2 to 4 Years	5 Years	6 to 9 Years	10 Years or More
Chief Administrator	34	30	45	45	5	10
Other Executives	23	33	57	30	8	17
All Other Staff	16	22	77	88	11	20

TABLE IV-3d

4 WEEKS VACATION

LENGTH OF SERVICE

POSITION	1 Year or Less	2 to 9 Years	10 to 14 Years	15 to 19 Years	20 Years or More
Chief Administrator	85	57	48	17	5
Other Executives	59	64	52	23	6
All Other Staff	21	68	67	28	8

TABLE IV-3e

5 WEEKS VACATION

LENGTH OF SERVICE

POSITION	Less Than 10 Years	10 to 19 Years	20 to 24 Years	25 Years or More
Chief Administrator	22	28	17	3
Other Executives	14	31	19	6
All Other Staff	8	35	19	6

TABLE IV-3f

6 WEEKS VACATION

LENGTH OF SERVICE

POSITION	Less Than 10 Years	10 to 19 Years	20 to 24 Years	25 Years or More
Chief Administrator	7	4	3	5
Other Executives	1	3	3	5
All Other Staff	2	3	2	6

An important consideration in leave coordination is association policy regarding unused vacation time. Most organizations encourage taking vacations during the year in which they are earned. The intent is to ensure an opportunity for renewal and to avoid incurring the financial obligations which result from carrying unused vacation time forward. On the other hand, the operational needs of an association may occasionally conflict with personal plans so that it is to the association's advantage to allow staff members to carry forward a part of their unused vacation time. Policies regarding this feature are shown in *Table IV-3g*.

TABLE IV-3g

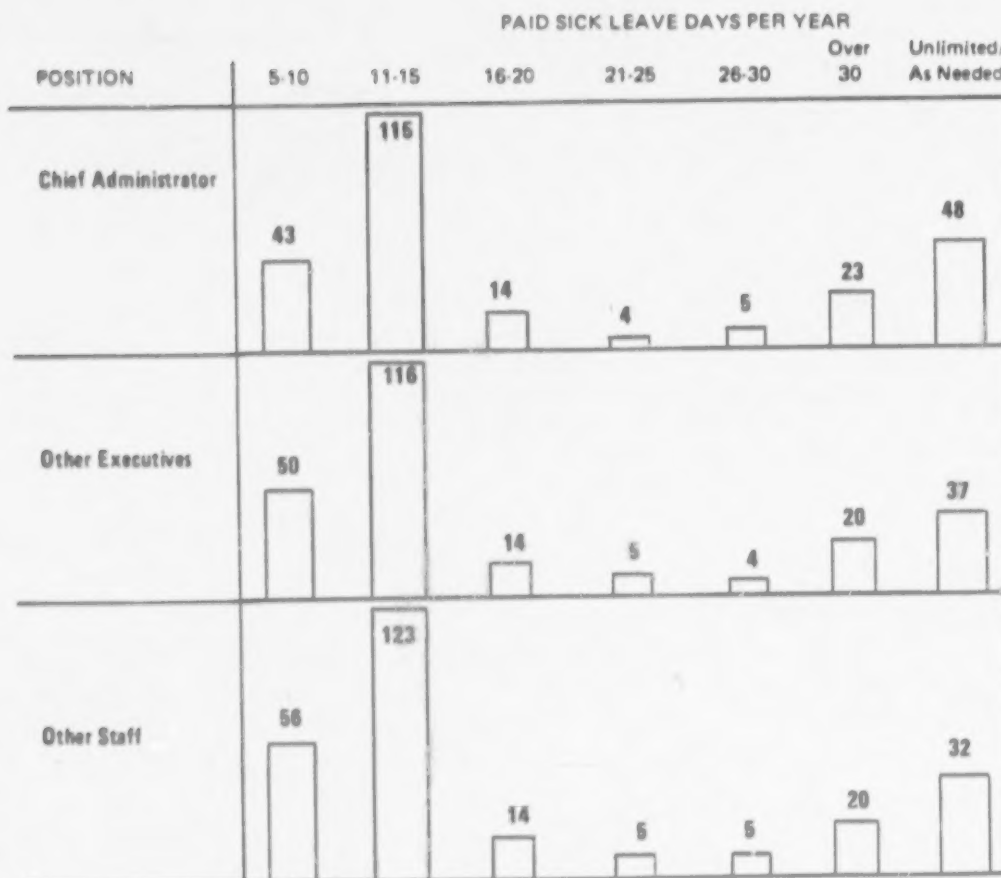
VACATION CARRY FORWARD

POSITION	0-4	5-10	15-20	Over 20	No Limit	No Policy
Chief Administrator	55	39	25	88	21	19
Other Executives	56	43	33	83	12	28
Other Staff	60	47	38	81	13	28

SICK LEAVE benefits are detailed in *Table IV-4*. Most staff members at all levels tend to earn a set amount of sick leave days per year (often 11 to 15), although a somewhat greater percentage of chief administrators have discretionary power to determine their own needs.

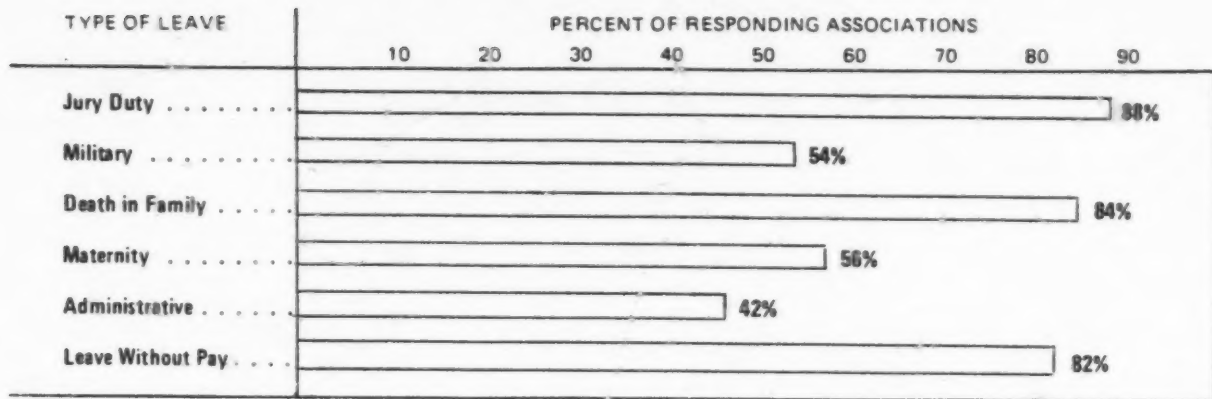
TABLE IV-4

SICK LEAVE



OTHER TYPES OF LEAVE which associations tend to provide are distributed in *Table IV-5*. Leave for jury duty, leave for a death in the family and leave without pay are the types most commonly offered by survey respondents. Administrative leave was least common. The size of an association's budget only made a difference in military leave and maternity leave. Since those two types of leave can often be long and, hence, more expensive to provide, they were offered much more frequently by associations with large annual operating budgets.

TABLE IV-5
OTHER TYPES OF LEAVE



Tables IV-6 through IV-9 outline various insurance benefits. Since a number of variables were often included in the breakdown of one insurance benefit, bar graphs are not employed in their presentation. Instead, the percentage of respondents is listed for each category with the total number of respondents shown in the last column. Insurance covering major medical expenses and basic hospitalization/surgical costs was provided most frequently. Less than 30% of the associations provide legal insurance, dental insurance, optometric insurance or payments for a health maintenance organization. This is a 5% increase in response from last year's 25%. The increase was mostly seen in dental insurance and a health maintenance organization.

BASIC HOSPITALIZATION/SURGICAL INSURANCE is a benefit which an average of 90% of the associations in the survey provide to employees. Payment schemes do not vary a great deal according to position. Of those associations providing their employees with basic hospitalization/surgical coverage, 78% assumed the full cost. The remainder shared the cost with employees. Family coverage, however, was much less likely to be fully paid by the employer. Furthermore, association contributions toward family coverage did tend to increase for higher-level employees.

MAJOR MEDICAL INSURANCE follows a similar pattern. Employee coverage is paid in full by almost 80% of the associations which offer this benefit. Family coverage is more likely to be shared or paid by the employee, although chief administrators and other executives received family coverage paid in full by the association more often than did other employees.

ACCIDENTAL DEATH INSURANCE was a benefit among two-thirds of the respondents to the survey. Payment schemes are nearly identical at each position level and full payment by the association is the predominant pattern. Roughly 80% of the associations pay for this benefit in full and about 8% share the cost with employees. Ten percent provide travel accident coverage. An employee's position does affect the amount of coverage. Top executives tend to be insured for higher amounts of maximum coverage, as shown in *Table IV-8*.

TABLE IV-6

BASIC HOSPITALIZATION/SURGICAL BENEFITS

	PAID BY ASSOC.	SHARED COST	PAID BY EMPLOYEE	NUMBER OF RESPONDENTS
Chief Administrator				
EMPLOYEE COVERAGE	79%	19%	2%	277
FAMILY COVERAGE	39%	32%	29%	268
Other Executives				
EMPLOYEE COVERAGE	78%	20%	2%	269
FAMILY COVERAGE	31%	36%	33%	260
All Other Staff				
EMPLOYEE COVERAGE	78%	20%	2%	279
FAMILY COVERAGE	27%	38%	35%	268

TABLE IV-7

MAJOR MEDICAL BENEFITS

	PAID BY ASSOC.	SHARED COST	PAID BY EMPLOYEE	NUMBER OF RESPONDENTS
Chief Administrator				
EMPLOYEE COVERAGE	80%	18%	2%	271
FAMILY COVERAGE	40%	32%	28%	259
Other Executives				
EMPLOYEE COVERAGE	80%	18%	2%	262
FAMILY COVERAGE	32%	35%	33%	251
All Other Staff				
EMPLOYEE COVERAGE	78%	19%	39%	270
FAMILY COVERAGE	29%	37%	34%	255

TABLE IV-8
ACCIDENTAL DEATH INSURANCE

	MAXIMUM AMOUNT OF COVERAGE				NUMBER OF RESPONDENTS
	Under \$50 K	\$50 K to \$100 K	\$100 K to \$150 K	Over \$150 K	
Chief Administrator	29%	36%	17%	18%	187
Other Executives	32%	39%	14%	15%	179
All Other Staff	41%	36%	10%	13%	165

DISABILITY INSURANCE is a part of the benefits package in two-thirds of the associations surveyed. *Table IV-9* shows that payment schemes vary marginally according to an employee's position. Over half of the disability insurance plans cover employees through age 65, usually at an amount less than 50% of their annual salaries. The greatest disparity was in the time at which disability payments would commence. There is an uneven distribution among plans regarding waiting period. Seventeen percent commence immediately, 21% after 30 days, 7% after 60 days, 24% after 90 days, and 23% after more than 90 days.

TABLE IV-9
DISABILITY INSURANCE BENEFITS

	PAID BY ASSOC.	COST SHARED	NUMBER OF RESPONDENTS
Chief Administrator	92%	8%	214
Other Executives	91%	9%	196
All Other Staff	90%	10%	194

LEGAL INSURANCE is still a relatively new form of non-salary compensation, and only a handful of associations provide it. Six associations pay for legal insurance for their chief administrators, five for other executives and four for other staff members.

HEALTH MAINTENANCE ORGANIZATION benefits were provided by roughly one-fourth of the associations in the survey to employees at every level. Nearly all health maintenance organization plans covered the family as well as the employee,

although the payment schemes for these two types of coverage varied considerably. Fifty-one associations paid the cost of employee coverage in full, but only approximately 22 cover the full cost for families. Most family coverage was either shared or paid in full by the employee.

DENTAL INSURANCE follows a similar pattern among the associations which offer it, about one-third of the associations in the survey. Of these employees, over 75% are covered in full by the associations; the remainder reported families covered through a shared cost or employee-paid arrangement.

OPTOMETRIC INSURANCE is provided by only 26 associations in the survey. About one-half of the plans for both employees and their families are either paid for by the association or jointly by the association and the employee. The other half is paid for solely by the employee.

RETIREMENT BENEFITS are provided by most associations. Over half of these benefits are in the form of IRS Qualified Retirement Plans. The other half is distributed among other plans such as deferred compensation, tax sheltered annuity and individual retirement accounts. *Table IV-10* shows the eligibility requirements for retirement benefits according to level of position. Top executives tend to become eligible more quickly than other staff members. Rapid requirement eligibility can be an important incentive in executive recruitment; for other staff positions, this benefit may be used more as an incentive to make some minimum time commitment. Approximately 22% of the retirement plans at all staff levels are based on final pay averaged over some period. Seven percent are based on career average pay and the balance use other methods of determining retirement pay.

TABLE IV-10

RETIREMENT BENEFITS ELIGIBILITY

	PERIOD OF EMPLOYMENT FOR INITIAL ELIGIBILITY				NUMBER OF RESPONDENTS
	Less Than 1 Year	1 Year	More Than 1 Year	Other	
Chief Administrator	40%	48%	10%	5%	255
Other Executives	39%	46%	10%	4%	239
All Other Staff	35%	47%	13%	4%	240

SPECIAL EXECUTIVE BENEFITS are most noteworthy for their strong emphasis upon professionally related activities. *Table IV-11* below shows the percentage of associations providing special executive benefits to the chief administrator and other executives.

TABLE IV-11
SPECIAL EXECUTIVE BENEFITS

	CHIEF ADMINISTRATOR	OTHER EXECUTIVES
Extended Health Insurance	7%	2%
Additional Life Insurance	20%	5%
Dues to Professional Societies	73%	25%
Workshop/Seminar Fees	71%	32%
Subscriptions to Professional Publications	70%	27%
Car or Car Allowance	34%	4%
Parking Allowance	30%	11%
Country Club Membership	4%	—
In-Town Club Membership	20%	2%
Spouse's Travel Expenses	26%	2%